

**A STUDY ON ORGANSATIONAL ROLE STRESS AMONG THE MANAGERS
AND EXECUTIVES IN THE GLOBAL HOSPITALS & HEALTH CITY, CHENNAI**

A PROJECT REPORT Submitted by

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By

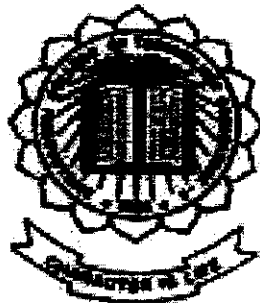
A.SARAVANA KUMAR

Reg. No. 0720400039



Project work carried out at

GLOBAL HOSPITALS & HEALTH CITY, CHENNAI



**DEPARTMENT OF MANAGEMENT STUDIES
KUMARAGURU COLLEGE OF TECHNOLOGY**

JULY 2008

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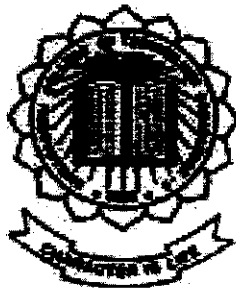
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GLOBAL HOSPITALS & HEALTH CITY, CHENNAI

**Submitted in partial fulfillment of requirements of Anna University –
Coimbatore for the award of the degree of Master of Business
Administration**

**Under the Supervision of
Ms. Mrinalini, Sr. Manager (Operations)
Global Hospital & Health City, Chennai**



**DEPARTMENT OF MANAGEMENT STUDIES
KUMARAGURU COLLEGE OF TECHNOLOGY**

JULY 2008

CERTIFICATE

This is to certify that the Project entitled "***A study on organization role stress among the managers and executives in Global Hospitals, Chennai***" submitted by ***A.Saravana Kumar*** having Reg.No:0720400039 for the partial fulfillment of the requirements of ***MBA degree of Kumaraguru College of Technology*** embodies the bonafide work done by him/her under my supervision.



Signature of the Supervisor

Place: CHENNAI

Date: 19-07-2008

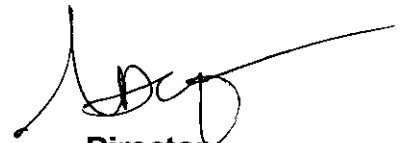
Ms.Mrinalini Kanagaraj
Sr. Manager, Operations
Global Hospitals & Health City
Chennai – 600 100.

BONAFIDE CERTIFICATE

Certified that this project titled “***A study on organization role stress among the managers and executives in Global Hospitals, Chennai***” is the bonafide work of **A. Saravana Kumar (Reg.No:0720400039)** who carried out this research under my supervision. Certified further, that to the best of my knowledge the work reported herein does not from part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.




Faculty Guide

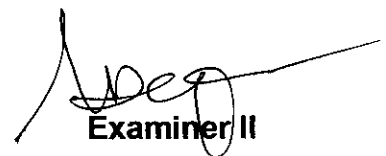


Director

Evaluated and viva-voce conducted on.....1-11-08.....



Examiner I



Examiner II

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This work reflects the hard work, thought and energy of many of the contributors to achieve completeness, relevance and conciseness.

I take this opportunity in appreciating the spirit of various contributors to this project work.

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A. Saravana Kumar
A.SARAVANA KUMAR

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I. INTRODUCTION

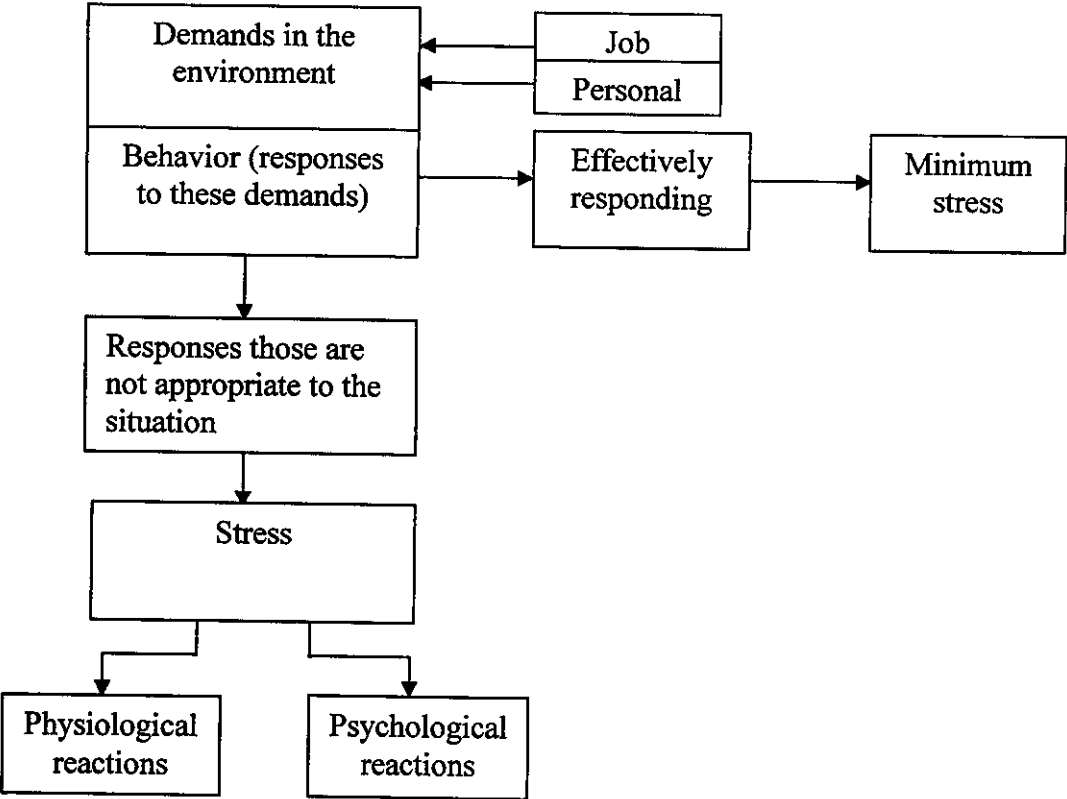
Human behavior in an organization is influenced by various physical, social, and psychological factors. An important aspect of organization that integrates an individual into the organization is the role assigned to him/her within the overall structure of the organization. Organizations are grappling with increasing problems of stress in the workplace and initiating appropriate responses. A large number of employees experience unacceptable levels of stress. Stress is often termed as a twentieth century syndrome, born out of man's race towards modern progress and its ensuing complexities. It has become the most important factor influencing individual efficacy and satisfaction in modern day occupational settings.

WHAT IS STRESS?

Hans Selye first introduced the concept of stress in to the life science in 1936. He defined stress as "The force, pressure, or strain exerted upon a material object or person which resist these forces and attempt to maintain its original state." Stress is ubiquitous in our society. It has become an integral part of everyday living. Stress is an unavoidable consequence of modern living. At one point or the other everybody suffers from stress. It is a dreaded symptom of the 21st century corporate environment. With the growth of industries, pressure in the urban areas, quantitative growth in population and various problems in day to day life are some of the reasons for increase in stress.

Stress is a condition of strain that has a direct bearing on emotions, thought process and physical conditions of a person.

A Model of Stress Response



Source: Mescon, Michael H; Albert, Michael and Khedouri, Franklin. Management: Individual and Organization Effectiveness. 2nd ed. New York: Harper & Row Publishers, 1985: 554-65.

DEFINITION OF STRESS

While stress is readily acknowledged to be a common feature of modern life, defining stress, its causes, symptoms and effects is a very complex matter. It is often characterized as a primitive stone-age reaction to modern organizational and social factors, known as stressors (Hazards, 1994).

Stress is defined by Richards as 'the three way relationship between demands on a person, that person's feelings about those demands and their ability to cope with those demands'. Stress is most likely to occur in situations where: 1. Demands are high 2. The amount of control an individual has is low 3. There is limited support or help available for the individual. As Dr. Carl Albrecht, author of *Stress and the Manager*, notes: "Stress is a natural part of human functioning.....We must learn to tell the difference between a reasonable degree of stress and too much stress...a zero stress condition is impossible."

According to Oxford Dictionary "Stress is a state of affair involving demand on physical or mental energy". Stress is involved in an environmental situation that perceived as presenting demand which threatens to exceed the person's capabilities and resources for meeting it, under conditions where he or she expects a substantial differential in the rewards and costs from meeting the demand versus not meeting it (Mc Grath, 1976).

According to a discussion document presented by United Kingdom Health and Safety Commission, London, (1999), "Stress is the reaction people have to, excessive

pressures or other types of demand placed on them. According to Denise Allen, (2002): "Stress is a feeling we experience, when we lose confidence in our capability to cope with a situation. According to European Commission, Directorate General for Employment and Social Affairs, (2005) "The emotional cognitive, behavioral and physiological reaction to aversive and noxious aspects of work, work environments and work organizations. It is a state characterized by high levels of arousal and distress and often by feelings of not coping."

Stress is the term often used to describe distress, fatigue and feelings of not being able to cope. The term stress has been derived from the Latin word 'stringer' which means to draw tight. The term was used to refer the hardship, strain, adversity or affliction. Stress is an integral part of natural fabric of life. It refers both to the circumstances that place physical or psychological demands on an individual and to the emotional reactions experiences in these situations (Hazards, 1994). Although, the adverse effects of stress on physical health and emotional well being are increasingly recognized, there is little agreement among experts on the definition of stress: - According to Selye (1976), a pioneer in stress research, stress is caused by physiological, psychological and environmental demands. When confronted with stressors, the body creates extra energy and stress occurs because our bodies do not use up all of the extra energy that has been created. Selye first described this reaction in 1936 and coined it the General Adaptation Syndrome(GAS). The GAS includes three distinct stages: a) alarm reaction, b) stage of resistance c) stage of exhaustion. Selye has also defined that "stress is the nonspecific response of the body to any demands made upon it".

CONCEPT OF STRESS

Stress is a complex phenomenon. It is a very subjective experience. It is one among the most common emotions. Everybody experience it at times. What may be a challenge for one will be a stressor for another. It depends largely on background experiences, temperament and environmental conditions. Stress is a part of life and is generated by constantly changing situations that a person must face. The term stress refers to an internal state, which results from frustrating or unsatisfying conditions. A certain level of stress is unavoidable. Because of its complex nature stress has been studied for many years by researchers in psychology, sociology and medicine.

The concept of stress was first introduced in the life sciences by Hans Selye in 1936. It is a concept borrowed from the natural sciences. Selye's (1946) 'General Adaptation Syndrome (GAS)' stimulated a vast array of research on the topic, mainly focusing on stress and disease, i.e., noxiousness and adaptation responses to tissue systems. The popularity of this concept in the physiological field, where it was first introduced, has dwindled, but the use of stress terminology continues to flourish in the psychological and social sciences. During the last 15 years, the term 'stress' has come to be widely used in relation to work organizations (Agarwala et al. 1979).

STRESS AT WORKPLACE

Stress at work has become an increasingly important phenomenon in most western countries. With longer working hours, organizational "downsizing," and associated "intensification" of work, stress is becoming a concern in a wide range of work organizations. There is growing recognition of its effects on families, on health and welfare services, and within the broader community, as well as its more immediate effects on employee health and well-being and on organizational functioning.

Stress at work is a relatively new phenomenon of modern lifestyles. The nature of work has gone through drastic changes over the last century and it is still changing at whirlwind speed. They have touched almost all professions, starting from an artist to a surgeon, or a commercial pilot to a sales executive. With change comes stress, inevitably. Professional stress or job stress poses a threat to physical health. Work related stress in the life of organized workers, consequently, affects the health of organizations.

The terms work stress, job stress and occupational stress are used interchangeably and are often used to describe an area of practice or study focusing on psychosocial aspects of work that detrimentally affects worker health. As research in the area has grown, terminology in the area has become more precise and agreed upon. Job stress can be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker.

Job stress can lead to poor health and even injury. The concept of job stress is often confused with challenge, but these concepts are not the same. Challenge energizes us psychologically and physically, and it motivates us to learn new skills and master our jobs. When a challenge is met, we feel relaxed and satisfied. Thus, challenge is an important ingredient for healthy and productive work. The importance of challenge in our work lives is probably what people are referring to when they say "a little bit of stress is good for you." (NIOSH, 1999).

Occupational stress has been defined by Allen, Hitt and Green (1982) as disruption in individual's physiological and psychological homeostasis that force them to deviate from usual functioning in interaction with their jobs and work environment. Steers (1981) indicate that, "Occupational stress has become an important topic for study of organizational behavior for several reasons." 1. Stress has harmful psychological and physiological effects on employees, 2. Stress is a major cause of employee turn over and absenteeism, 3. Stress experienced by one employee can affect the safety of other employees, 4. By controlling dysfunctional stress, individual and organization can be managed more effectively.

Job stress is a chronic disease caused by conditions in the workplace that negatively affect an individual's performance and/or overall well-being of his body and mind. One or more of a host of physical and mental illnesses manifests job stress. In some cases, job stress can be disabling. In chronic cases a psychiatric consultation is usually required to validate the reason and degree of work related stress.

CAUSES OF STRESS

The sources of pressure and tension that cause stress are known as stressors. Stressors are the events in our lives that threaten or challenge us and can be external or occur in our minds. Stressors come normally in one of three forms: daily hassles, major life events, and catastrophes, and can occur within many domains of life such as family, work and school. Examples of such stressors include upcoming project deadlines, getting married or the death of a loved one.

Listing the causes of stress is tricky. There can be innumerable stress factors since different individuals react differently to the same stress conditions. Extreme stress situations for an individual may prove to be mild for another, for yet another person the situations might not qualify as stress symptoms at all.

Job stress may be caused by a complex set of reasons. Some of the most visible causes of workplace stress are:

Job Insecurity

Organized workplaces are going through metamorphic changes under intense economic transformations and consequent pressures. Reorganizations, takeovers, mergers, downsizing and other changes have become major stressors for employees,

as companies try to live up to the competition to survive. These reformations have put demand on everyone, from a CEO to a mere executive.

High Demand for Performance

Unrealistic expectations, especially in the time of corporate reorganizations, which, sometimes, puts unhealthy and unreasonable pressures on the employee, can be a tremendous source of stress and suffering. Increased workload, extremely long work hours and intense pressure to perform at peak levels all the time for the same pay, can actually leave employees physically and emotionally drained. Excessive travel and too much time away from family also contribute to an employee's stressors.

Technology

The expansion of technology—computers, pagers, cell phones, fax machines and the Internet—has resulted in heightened expectations for productivity, speed and efficiency, increasing pressure on the individual worker to constantly operate at peak performance levels. Workers working with heavy machinery are under constant stress to remain alert. In this case both the worker and their family members live under constant mental stress. There is also the constant pressure to keep up with technological breakthroughs and improvisations, forcing employees to learn new software all the times.

Workplace Culture

Adjusting to the workplace culture, whether in a new company or not, can be intensely stressful. Making one adapt to the various aspects of workplace culture such as communication patterns, hierarchy, dress code if any, workspace and most importantly working and behavioral patterns of the boss as well as the co-workers, can be a lesson of life. Maladjustment to workplace cultures may lead to subtle conflicts with colleagues or even with superiors. In many cases office politics or gossips can be major stress inducers.

Personal or Family Problems

Employees going through personal or family problems tend to carry their worries and anxieties to the workplace. When one is in a depressed mood, his unfocused attention or lack of motivation affects his ability to carry out job responsibilities.

An individual experiences stress mainly because of the following reasons:

1. Personal factors, which include attitude, emotional conflicts (lack of freedom to express oneself, lack of attention and lack of confidence), responsibilities, lack of support, bad time management and communication problems.

2. Social factors, which include rigid social norms and customs, managing social relations, acceptance by others, lack of positive attitude by colleagues, lack of support from others and lack of positive environment.
3. Organizational factors, including workload, role conflicts, uncertainty, relations at work, career prospects, organizational climate, lack of cooperation, promotion, training, counseling and appraisal.
4. Professional factors, which include lack of communication abilities, lack of confidence, lack of positive attitude/interaction, interface of private life with professional life and lack of teamwork.

The physical or psychological demands from the environment that cause stress are called stressors. Stressors can take various forms, but they all have one thing in common: they create stress or the potential for stress when an individual perceives them as representing a demand that may exceed his or her ability to respond. Stressors may be physical or psychosocial in origin. Both types can affect physical and psychological health and may interact with each other. Physical stressors may include biological, biomechanical, chemical and radiological. Psychosocial hazards (stressors) are those aspects of work design and the organization and management of work, and their social and environmental contexts, which have the potential for causing psychological, social or physical harm.

JOB STRESS AND WOMEN

Statistics in Canada has found that women are more likely to report stress than men. They also found that men and women report reacting to different kinds of stress. Women tend to react more to chronic stressors like time constraints, meeting others' expectations, marital relationships, children, and family health. Men, on the other hand, are more affected by work-related stressors like a change in job, demotion, pay cut, and financial difficulties. Women may suffer from mental and physical harassment at workplaces, apart from the common job stress. Sexual harassment in workplace has been a major source of worry for women, since long. Women may suffer from tremendous stress such as 'hostile work environment harassment', which is defined in legal terms as 'offensive or intimidating behavior in the workplace'. This can consist of unwelcome verbal or physical conduct. These can be a constant source of tension for women in job sectors. Also, subtle discriminations at workplaces, family pressure and societal demands add to these stress factors.

TYPES OF STRESS

Good Stress and Bad Stress

The stress response (also called the fight or flight response) is critical during emergency situations, such as when a driver has to slam on the brakes to avoid an accident. It can also be activated in a milder form at a time when the pressure's on but there's no actual danger - like stepping up to take the foul shot that could win the game, getting ready to go to a big dance, or sitting down for a final exam. A little of this stress can help keep you on your toes, ready to rise to a challenge. And the nervous system quickly returns to its normal state, standing by to respond again when needed.

Stress can come from both the good and the bad: getting married, moving, changing jobs, getting divorced, having a baby, or coping with the death of a loved one. Things that often cause a person to worry can be major stressors too. For instance, frequently worrying about how to pay the mortgage or the rent, or how to get through a long-term illness can be very stressful. The day-to-day hassles of living, like traffic jams, rude people, and frustrating office machines heighten the general atmosphere of stress.

But stress doesn't always happen in response to things that are immediate or that are over quickly. Ongoing or long-term events, like coping with a divorce or

moving to a new neighborhood or school, can cause stress, too. Long-term stressful situations can produce a lasting, low-level stress that's hard on people. The nervous system senses continued pressure and may remain slightly activated and continue to pump out extra stress hormones over an extended period. This can wear out the body's reserves, leave a person feeling depleted or overwhelmed, weaken the body's immune system, and cause other problems.

Positive Stress or Negative Stress

Individuals feel stressed when they are fired or lose a loved one (negative stress) as well as when they are promoted or go on a vacation (positive stress). Individuals believe they must avoid stress to live longer. Most of the stress in modern society is distressful but stress may also have positive effect. Getting a job, getting married, etc. have a stimulating effect which results in personal growth. Selye suggests that we might call this Eustress or good stress.

In the workplace, stress can affect performance. Individuals under too little stress may not make enough effort to perform at their best levels, while those under too much stress often are unable to concentrate or perform effectively and efficiently. The relationship between stress and performance is complex. Workers under stress are far more likely to have accidents than workers in low stress jobs, and are much more likely to have to take time off work for stress-related sickness.

Employers, however, have primarily been concerned about the rising costs of overstressed employees.

In a positive sense, stress can force us into action; it can induce feelings of excitement and new levels of awareness. In negative sense, it can bring on a range of adverse effects such as anger, depression and extreme anxiety. This can in turn lead to physical problems such as headaches, skin rashes, ulcers, high blood pressure and in extreme case heart disease and stroke.

Experts tell us that stress, in moderate doses, are necessary in our life. Excessive stress can destroy the quality of life and also effect family life. Stress responses are one of our body's best defense systems against outer and inner dangers. In a risky situation (in case of accidents or a sudden attack on life et al), body releases stress hormones that instantly make us more alert and our senses become more focused. The body is also prepared to act with increased strength and speed in a pressure situation. It is supposed to keep us sharp and ready for action.

EFFECTS OF STRESS

Stress can have serious consequences for both our health and our work performance. Stress can produce feelings of frustration, fear, conflict,

pressure, anger, sadness, inadequacy, guilt, loneliness, or confusion. Stress has harmful psychological and physiological effects on employees

If stress is not properly handled or controlled, it can lead or contribute to certain stress-related illnesses. Many people are already predisposed to certain diseases. Stress simply accelerates the occurrence of these diseases. Of course, other factors also affect a person's having the disease – heredity, environment, diet, hygiene, habits, obesity, smoking, etc. In terms of health, the current belief among many medical practitioners is that 50 to 70 percent of all physical illnesses are related to stress. The link between stress and heart disease is well known. Other serious health problems commonly associated with stress include hypertension, stroke, angina, headache, migraine, chronic back pain, diabetes, ulcers, hyperacidity, cancer, allergy, arthritis, sexual dysfunction and various mental disorders.

Studies show that stressful working conditions are actually associated with increased absenteeism, tardiness, and intentions by workers to quit their jobs—all of which have a negative effect on the bottom line. Sustained over a long enough period, stress can lead, in turn, to deterioration to job performance. It may also lead to burnout, which has been defined as a state of mind resulting from prolonged exposure to intense emotional stress and involving three major components: physical, emotional, and mental exhaustion.

SIGNS OF STRESS

The signs of job stress vary from person to person, depending on the particular situation, how long the individual has been subjected to the stressors, and the intensity of the stress itself. Typical symptoms of job stress can be:

- Headaches, indigestion, aching muscles.
- Disturbed sleep and fatigue.
- Change in appetite, increase alcohol consumption, smoking or drug-taking.
- Loss of concentration, shortened temper, loss of self-esteem, feelings of a lack of calm.
- Job dissatisfaction.
- Low morale
- Loss of mental concentration
- Anxiety, stress
- Absenteeism
- Depression
- Substance abuse
- Extreme anger and frustration
- Family conflict

Job Conditions That May Lead to Stress

The Design of Tasks. Heavy workload, infrequent rest breaks, long work hours and shift work; hectic and routine tasks that have little inherent meaning, do not utilize workers' skills, and provide little sense of control.

Management Style. Lack of participation by workers in decision making, poor communication in the organization, lack of family friendly policies.

Interpersonal Relationships. Poor social environment and lack of support or help from coworkers and supervisors.

Work Roles. Conflicting or uncertain job expectations, too much responsibility, too many "hats to wear."

Career Concerns. Job insecurity and lack of opportunity for growth, advancement, or promotion; rapid changes for which workers are unprepared.

Environmental Conditions. Unpleasant or dangerous physical conditions such as crowding, noise, air pollution, or ergonomic problems.

II. INSTITUTIONAL PROFILE

“At the heart of the corporate purpose, which guides us in our approach to doing business, is the drive to serve consumers in a unique and effective way”

Global Hospitals is a Chennai based Super-Specialty Corporate hospital founded in the year 1998, focusing on Multi-Organ Transplantation and specialties like Gastroenterology, Cardiology, Nephrology and Urology.

Global Hospital is the Process of establishing large multi-specialty tertiary care and transplant hospitals at Bangalore, Hyderabad, Mumbai, Delhi and Kolkata in addition to an expansion plan at Chennai.

Global Hospital with its team of highly qualified and experienced clinicians is a pioneer in the field of Multi organ Transplantation.

Global Hospitals is a leading Multi-organ Transplant Centre in the country doing Liver, Heart, Bone Marrow and Kidney transplants. It is also Referral Centre for Complex Surgeries /Treatments in the areas of Liver/Gastroenterology/Cardiac /Pancreatic and blood disorders.

Global Hospital has so far performed 35 liver transplants including 8 living related transplants. The Success rate is Comparable to that of any transplant centre in the world.

Infrastructure & Other Services

The INR 700 million GLOBAL Hospitals functions in Chennai and having 500-bed ultramodern facility at Chennai is one of the most advanced of its kind in the country. Centrally air-conditioned, it sprawls over 100000 sft. and seven floors. Situated in the heart of the City, it is just 15 minutes away the airport and 5 minutes from the railway station.

The hospital's 25,000 sft., 50-bed dedicated Emergency and Trauma Center located at Chennai has advanced Orthopedic and Neurosciences facilities.

Especially laboratories equipped with state- of-the-art infrastructure use frontline technologies for accurate diagnosis.

Patients can choose either twin-sharing or single occupancy rooms, deluxe rooms or super deluxe suites that come with a wide range of patient friendly facilities.

An in-house cafeteria offers nutritious multi-cuisine fare for patient and their attendants.

Other Services

- Intensive Care Unit
- Round-the-clock Labs & Diagnostics
- Blood Bank
- 24/7/365 Casualty & Emergency departments
- Radiology & Imaging
- Academics, Training & Research

Vision

To be a world –class medical services provider turning distant possibilities into today's realities.

Mission

To achieve our dream of a healthy world through continuous innovation, dedication to quality, and provision of compassionate and affordable medical services.

- Deploying state-of-the art facilities and equipment.
- Attracting the most talented medical, scientific and support staff.
- Providing affordable health care of unsurpassed quality.
- Exceeding service expectations.
- Adhering to professional and scientific integrity.

III. STATEMENT OF RESEARCH PROBLEM

Stress has become an inevitable part of human life in recent times. It makes life more challenging and charming, but within limits. When stress is beyond the coping ability of a person, it causes disturbances in his/her life. Stress has its roots in the demands of organizational and personal lives. Any demand of either a physical or a psychological nature, encountered in the course of living, is known as a stressor. The stress response occurs as a result of the individual's interaction with, and reaction to, the stressor. Stressors may be physiological, psychological or social situations. Thus, stress is a naturally occurring experience, which may have beneficial or destructive consequences, depending on how it is managed.

Occupational stress can be inadvertently linked to success or failure at one's job. The general impression about occupational stress is the feeling of failure due to work overload. But if this is the case and so simple a problem then merely by reducing the amount of work, occupational stress could have been done away with. However the problem is not that easy to pinpoint. Stress is a part of everyone's daily life. It means that the person cannot cope with the demands put forward by his or her work, which is opposite to their expectations of rewards and success. It affects both the person concerned and the relationships he or she forms in the society be it with family or friends.

In jobs where work overload is the cause of the stress, the workers find that they have to take time off to deal with the stress, only to return to work to find that the already unmanageable workload has substantially increased in their absence, thereby increasing the source of the stress and fuelling a vicious cycle which may ultimately lead to a complete breakdown in health.

At times the work stress becomes so extreme that the workers grow averse of it and they try to avoid it by withdrawing either psychologically (through disinterest or lack of involvement in the job etc.) or physically through absenteeism, frequently reporting late for work and even while working an attitude of lethargy persists. In this present era of cutthroat competition the idea of being perfect becomes very necessary to strive and become successful. The worker has to be perfect in his job or else he will be replaced or at least lag behind in his work leading to stress.

From the points discussed above, it is crystal clear that stress is unavoidable in a person's life. It is more pronounced when a person is in a managerial position where one wields authority and extracts work from the subordinates, co-ordinates as a team and at the same time bogged down by pressures from top. Limited number of studies is available on the stress experienced by managers and executives in a private concern. Therefore, this study is focused upon the role stress experienced by managers and executives working in Global Hospitals located at various parts of the country.

IV. REVIEW OF LITERATURE

Most of the studies have been carried out to assess the stress experienced by people on various professions. Little is available on the organization role stress experienced by managers and executives working in private sectors. In this chapter, an attempt has been made to take cognizance of studies, which has relevance to present problem.

Job Stress

The study by Ekta Sharma showed that government doctors experience higher level of stress than private doctors. Government doctors experienced work load and they felt that it affected their quality of work. Private doctors felt that they do not get time to spend for their other interests or families. Both the government and private doctors felt that they were not able to satisfy the conflicting demands of the people-peers, juniors or bosses. Both felt that they had lack of resources and facilities needed in their role (Ekta Sharma, 2005).

Organizational role stress

The study undertaken in eight IT firms in Delhi revealed that resource inadequacy, role stagnation and inter-role distance were the main sources of role stress among employees (Mohsin Aziz, 2003).

A study undertaken among top-level nursing executives in all general medical-surgical hospitals in a metropolitan county examined the relationship among role conflict, ambiguity and depression. It also described the major factors for their perceived job-related stress. It showed that there is a relationship between increased role conflicts, increased role ambiguity and increased depressive symptoms. In addition, higher level of depressive symptoms led to lower levels of job satisfaction and higher levels of quality concern stress factor. Finally, overload stress factor was identified as more stressful by all the nursing executives (Cynthia C. Scalzi, 1990).

Role stress among women

The study among women informational technology professionals in the Indian private sector investigated the intensity of organizational role stress. Resource inadequacy has emerged as the most potent role stressor, followed by role overload and personal inadequacy. The research finds differences in the level of stress between married and unmarried employees on several role stressors. However, level of education does not emerge as a significant differentiator of stressors (Mohsin Aziz, 2004).

Occupational Stress and Job Satisfaction

The study that was carried out in industrial managers and executives working in different large scale organizations investigated the effect of age on job stress and job satisfaction among managers and executives on different age groups. The findings of this study reveal higher levels of job stress and less job satisfaction among managers and executives who are young adults than the middle-age and the old age groups. The study also found that the age is negatively correlated with occupational stress and positively with job satisfaction (K. Chandraiah, 2003).

Occupational Stress and Job Performance

Occupational stress has an impact on job performance. A study undertaken in an ice cream factory of a multinational organization by Kousar investigated the effects of occupational stress on the job performance of the employees in five different departments (Human Resource department, electrical and chemical department, stores, engineering department and production department) having different levels of job (managers and executives, executive managers and executives, senior supervisors, supervisors, editors, machine operators, helpers, etc.) and the level of stress. The results indicated that almost the same level of stress was experienced by employees in different departments and there was no

significant effect of stress on the performance of the employees (Sumaira Kousar, 2006).

Job stress, job performance and social support

The study carried out on American and non-American nurses reported that Perceived social support from coworkers enhanced the level of reported job performance and decreased the level of reported job stress. The analysis also indicated a curvilinear relationship between job stress and job performance; nurses who reported moderate levels of job stress believed that they performed their jobs less well than did those who reported low or high levels of job stress (AbuAlRub, 2004).

Role Stress: Gender and Occupation

The study revealed both similarities and differences in stressors and coping techniques reported across occupations (clerical workers, university professors and sales associates). Interpersonal conflict, work overload and time wasters were common across all occupations. Lack of control and work overload were reported as major stressors by the clerical group and interpersonal conflict as a major stressor by the academic and sales groups. Gender differences were also found (Lakshmi Narayanan, 1999).

Role Stress and Leadership Styles

An empirical study was conducted among call center employees in a large insurance provider in The Netherlands. This study investigated which forms of empowerment and leadership styles decrease role stress and how this subsequently effects job satisfaction, organizational commitment, performance, and turnover intentions. It was found that particularly the autonomy dimension of empowerment has a role-stress-reducing effect. Interesting substantive direct positive effects of empowerment competence and leadership consideration on job satisfaction were found. There is a direct relationship between job satisfaction and organizational commitment and job performance and turnover intention. Call center employees satisfied with their jobs performed better and were more likely to stay. The more committed the employee to the organization, the greater the likelihood of staying in the organization (Kode Ruyter, 2001).

Work-Role Stress and Attitudes toward Co-Workers

The study was undertaken in employees employed full-time by five Midwestern work organizations: a printing company, a small research and development company, two automotive supply companies, and the four services departments of a hospital. It was shown that three role stresses (role ambiguity, role overload, and underutilization of skills) were related to five employee outcomes: overall job dissatisfaction, life dissatisfaction, low self-esteem, depressed mood, and fatigue.

Each stress was most strongly related with dissatisfaction with the stress itself, second most strongly related with dissatisfaction with co-workers, and least strongly related with dissatisfaction with the nonsocial aspects of the work role. It was concluded that people who experience job stress blame the social system in the organization, resulting in their dissatisfaction with co-workers, who are the elements of that system (Terry A. Beehr, 1981).

Job Characteristics and Role Stress: Mental Health in the Workplace

This study is a reassessment of a process model proposed by Barling and Kelloway (1991), based largely on Warr's (1987) review of employment and mental health in order to link job and role characteristics to individual mental health. For the purposes of this study, there was a focus on one specific aspect of job satisfaction, that is, contentment with work itself. Emotional exhaustion and depersonalization are conceptually related to role stress. Consistent with Barling and Kelloway's framework, the study included measures of both context-free and job-related mental health. In the study, job-related affective well-being was represented by emotional exhaustion and depersonalization, and while-job-related subjective competence was represented by the personal accomplishments at work component of burnout (Amanda Sims).

Organizational Role Stress and Burnout

The relationship between perceived organizational role stress and burnout among directors of special education is investigated in Kansas. The results of this investigation revealed that there is a significant relationship between special education directors' perceptions of organizational role stress and feelings of burnout. However, burnout does not seem to be playing a significant role in the directors' perceptions of adequacy in their assigned roles within the organization (Riffel, Gordon Michael).

Role Stress, Personality, Job Satisfaction and Performance

This study examines the relationship between elements of role stress and two important external auditor job outcome variables: job satisfaction and performance. The study extends prior research by examining the moderating influence of the Type A behavior pattern on these relationships. Analysis of survey data confirmed that both role conflict and role ambiguity are significantly negatively associated with auditor job performance and job satisfaction. However, the expected moderating role of the Type A behavior pattern on the relationships between the components of role stress and job satisfaction and auditor job performance was not found. Interestingly, however, a direct positive relationship between the Type A behavior pattern and both job outcome variables were apparent. The latter result suggests that, among audit professionals, Type

A individuals tend to outperform and be more satisfied with their employment than Type Bs (Richard T. Fisher, 2001).

Role stress, work-family conflict and emotional exhaustion: Inter-relationships and effects on work-related consequences

This study examined the inter-relationships of role conflict, role ambiguity, work-family conflict, emotional exhaustion, job satisfaction and propensity to leave in a sales environment. Results indicate that: role conflict is significantly related to emotional exhaustion; work-family conflict is significantly related to both emotional exhaustion and job satisfaction; and, that emotional exhaustion and job satisfaction are related to salesperson propensity to leave. (Boles, JS).

Organizational role stress and quality of work life

This study carried out on employees in two public sector organizations followed a 2x2 factorial design of research. The two factors were types of organization (Old/New) and role positions in the organizational hierarchy (executive/non-executive). The findings revealed that there are significant differences between the executives of the old and new public sector organizations on a number of organizational role stress (ORS) as well as Quality of work life (QWL) dimensions. Based on the findings, HR solutions were suggested (Biswajeet Pattanayak, 2003).

V. OBJECTIVES

The main objectives of the study are:

- (1) To study the extent in which stress is felt in the roles performed by the managers and the executives of Global Hospitals, Chennai.

- (2) To identify the various types of role stresses faced by the managers and the executives and to assess which is more of a stress to them in performing their function.

- (3) To assess if there is a relationship between stress and experience.

VI. RESEARCH METHODOLOGY

Having reviewed the related literature and researches on different dimensions of role stress, the researcher proceeds to plan and design which follows in this chapter.

(A) RESEARCH DESIGN

Design is the process of making decisions before a situation arises in which the decision has to be carried out. It is a process of deliberate anticipation directed towards bringing unexpected situation under control (Ackoff, 1953). A good research design would include the characteristics of the problem, its definition, methods of data collection, details of the data analysis and the time required for the research project. The research design used for this study is descriptive research.

Descriptive research is used to obtain information concerning the current status of the phenomena to describe, "What exists" with respect to variables or conditions in a situation. The methods involved range from the survey which describes the status quo, the correlation study which investigates the relationship between variables, to developmental studies which seek to determine changes over time.

The study has been designed to incorporate various aspects that would help us to assess the amount of role stress faced by the managers and executives working in Global Hospitals and Health city, Chennai. The descriptive design of the study would help in identifying the various areas of stress faced by the managers and executives, identification of stressful areas in the roles performed by the managers and executives, selection of instruments for gathering the information, identification of target population and determination of sampling procedure, design of procedure for information collection, collection of information, analysis of information and generalizations and /or predictions to describe accurately the characteristics of the research problem.

(B) SAMPLING DESIGN

The first task of the researcher was to take a representative sample from the field of investigation. A sample design is a definite plan for obtaining a sample from a given population. It refers to a technique or procedure the researcher would adopt in selecting items for the sample. In sampling, there are two basic steps, defining universe and designing sample.

The population of this study included managers and executives. Since the population is not huge, the whole population of managers and the executives were considered as samples for the study which totaled to 120. Global Hospitals and Health City, Chennai is a health care unit and has branches in various parts

of the country. The Head Office is located in Chennai. The other branches are located in Hyderabad, Delhi, Mumbai, Bangalore and Calcutta. The researcher collected the data in person from the respondents who are located in the health care unit at Chennai. The data from the other sites were collected using a questionnaire which was sent via email. Questionnaires were emailed to the respondents located in the other branches and data was collected by the Human Resources Department of the organization and emailed back to the researcher. The researcher got the name list from the Human Resources Department and once data was collected, they were cross checked to ensure that data was collected from all the respondents to whom questionnaires were sent. It was noted that out of the total population of 120 considered, only 105 returned the questionnaires which was finally analyzed for the study.

OPERATIONAL DEFINITIONS OF VARIABLES

Inter-Role Distance (IRD): conflict between the organizational and non-organizational roles.

Role Stagnation (RS): a feeling of being stuck in the same role; it results in a perception that there is no opportunity for progress in one's career.

Role Expectation Conflict (REC): conflicting expectations or demands of different significant persons such as supervisors, subordinates and peers from the role occupant, and the role occupant's ambivalence as to whom to satisfy.

Role Erosion (RE): a feeling that functions that should belong to the incumbent's role are being transferred to other roles or shared with them; it is a feeling of responsibility without power.

Role Overload (RO): a feeling that there are too many expectations from his or her role than what the occupant can cope with; there are two aspects – quantitative and qualitative.

Role Isolation (RI): the psychological distance between the occupant's role and other roles in the same role set.

Personal Inadequacy (PI): a lack of knowledge, skills or adequate preparation enabling one to be effective in a particular role.

Self-Role Distance (SRD): conflicts of one's values and self concepts with the requirements of the organizational role.

Role Ambiguity (RA): a lack of clarity about expectations of others concerning the role, or a lack of feedback on how performance is regarded by others.

Resource Inadequacy (RIn): a feeling that he or she is not provided with adequate resources for performing the functions expected from his or her role.

(C) DATA COLLECTION

The respondents were contacted with the help of the Human Resources Department. Data for this study included primary data which were collected directly from the respondents. The respondents were assured that their responses would be kept strictly confidential.

TOOLS FOR DATA COLLECTION

For the collection of data, it is quite necessary to adopt a systematic procedure. For every type of research, there is a need of certain instruments to explore new fields. The instruments employed for the collection of data are called tools. The method adopted for data collection was questionnaire method. The primary data for the study was collected using a validated tool “organizational role stress scale (ORS)” which was developed by Udai Pareek (Pareek, 1983). This scale has been developed and standardized to measure the various role based stresses relevant to organizational life under 10 dimensions. The questionnaire was administered to the managers and executives in person and data collected from them directly. On an average 15minutes was spent with every manager to collect

the data. In order to avoid any dubious interpretation by the respondents, adequate instructions were given at the beginning of the questionnaire. The copies of filled in questionnaires were scrutinized carefully to find out whether the respondents had completed all the questions.

DESIGN OF QUESTIONNAIRE

The organizational role stress scale (ORS) is used to measure 10 role stressors.

They are:

Inter-Role Distance (IRD), Role Stagnation (RS), Role Expectation Conflict (REC), Role Erosion (RE), Role Overload (RO), Role Isolation (RI), Personal Inadequacy (PI), Self-Role Distance (SRD), Role Ambiguity (RA), Resource Inadequacy (RIn)

The tool used a 5-point rating scale (0 to 4), containing five items for each role stress which were as follows: 0=Never or rarely, 1=Occasionally, 2=Sometimes, 3=Frequently, 5=Very Frequently.

The questionnaire consisted of 50 statements which were categorized as per the 10 role stressors mentioned above. Thus the total scores on each role stress range from 0 to 20. Items 1, 11, 21, 31 and 41 combine to measure Inter-role distance. Items 2, 12, 22, 32 and 42 help to measure Role stagnation. Role expectation conflict is measured by items 3, 13, 23, 33 and 43. Items 4, 14, 24,

34 and 44 measure Role erosion. Role overload is measured by items 5, 15, 25, 35 and 45. Role isolation is measured by items 6, 16, 26, 36 and 46. Items 7, 17, 27, 37 and 47 combine to measure Personal inadequacy. Similarly, items 8, 18, 28, 38 and 48 measure Self-role distance. Role ambiguity is measured by items 9, 19, 29, 39 and 49. Finally, items 10, 20, 30, 40 and 50 measure Resource inadequacy.

DATA PROCESSING AND DATA ANALYSIS

The collected data were sorted, edited, coded and tabulated. Tools used in this study for analysis are simple frequency, percentage, mean, standard deviation, correlation and regression. All the data were analyzed with the help of statistics software from Microsoft Excel 2000 and SPSS11.

(D) JURISDICTION OF THE STUDY

This study covers the jurisdiction area of Hyderabad, Mumbai, Bangalore, Bhubaneswar, Delhi, Kolkata and Chennai where the Head office and other branches are located. The data were collected from the managers and executives and so the results were based on the responses provided by the study population.

(E) LIMITATIONS OF THE STUDY

1. The study is confined to only one organization namely Global Hospitals and Health City.
2. The scope of the study is limited to managers and the executives of Global Hospitals and Health city. It did not include the other staff.
3. The findings of the study reflect the views given by the managers and the executives which do not give a wider picture.
4. Due to time and cost constraints, the scope of the study could not be enlarged.
5. For data collection, only Organizational Role Stress Scale by Udai Pareek has been used.

VII. DATA ANALYSIS AND DISCUSSION

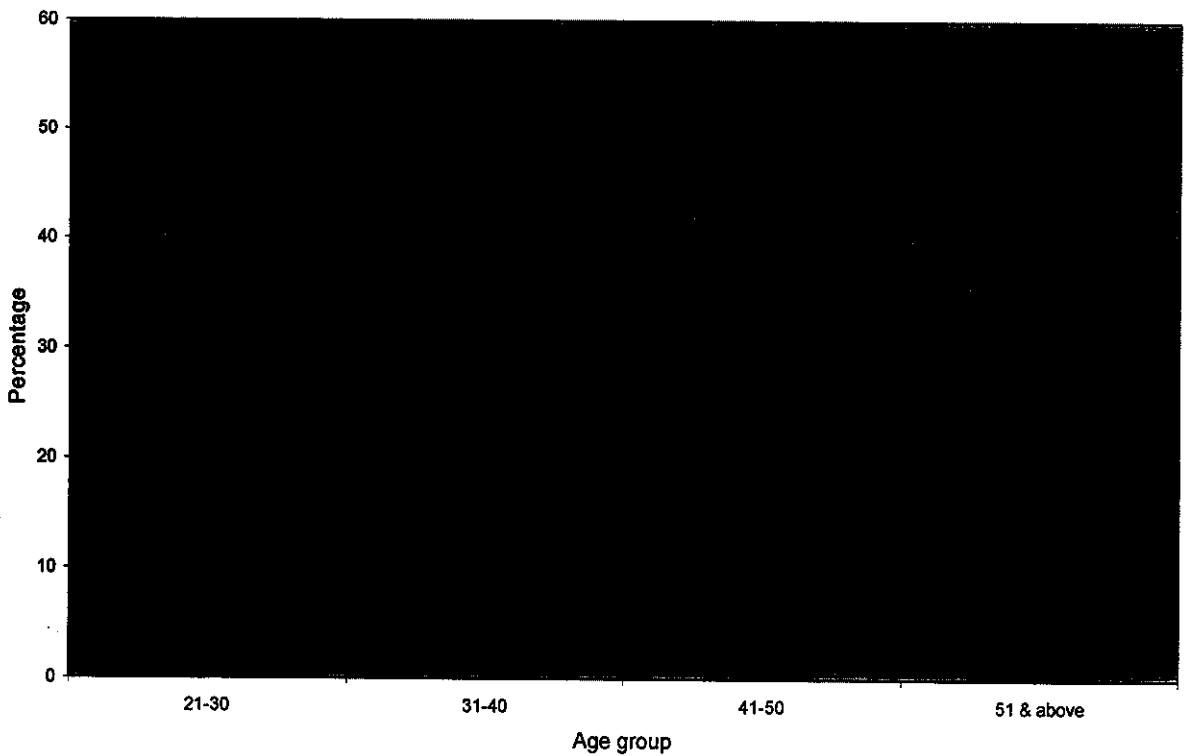
In this chapter, the researcher has presented the statistical results applied on the data supported by appropriate tables and diagrams. The frequency distribution of the respondents and the percentage of the respondents have been computed. Mean values and percentages have also been computed in order to find out the level of various role stressors experienced by the managers and executives of Global Hospitals and Health city. Correlation and regression have been computed to find out the relationships between variables.

Table 1.1

Age Group	Percent
21-30	12
31-40	54
41-50	22
51 & Above	12

Graph 1.1

Agewise distribution of managers



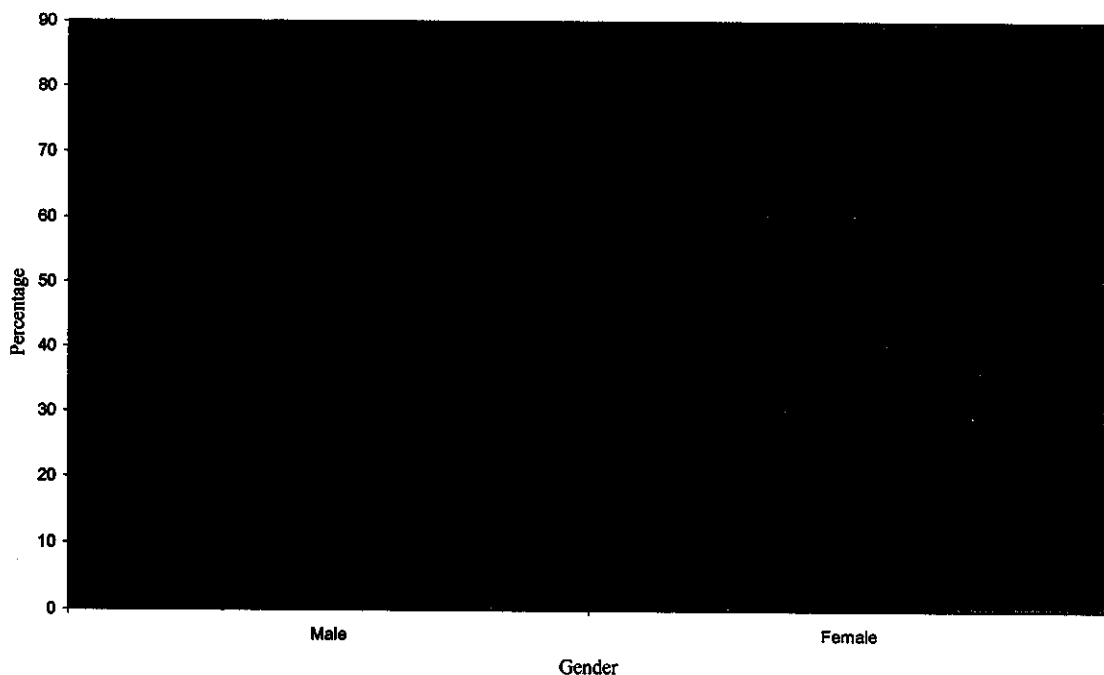
The graph 1.1 represents that 10% of the respondents were within the age range of 21-30. The majority of the study population (50%) was in the age group of 31-40. Nearly 27% of the respondents were in the age group of about 41-50. 13% of them were in the age group of 51 and above.

Table 1.2

Gender	Percent
Male	84
Female	16

Graph 1.2

Genderwise distribution of managers



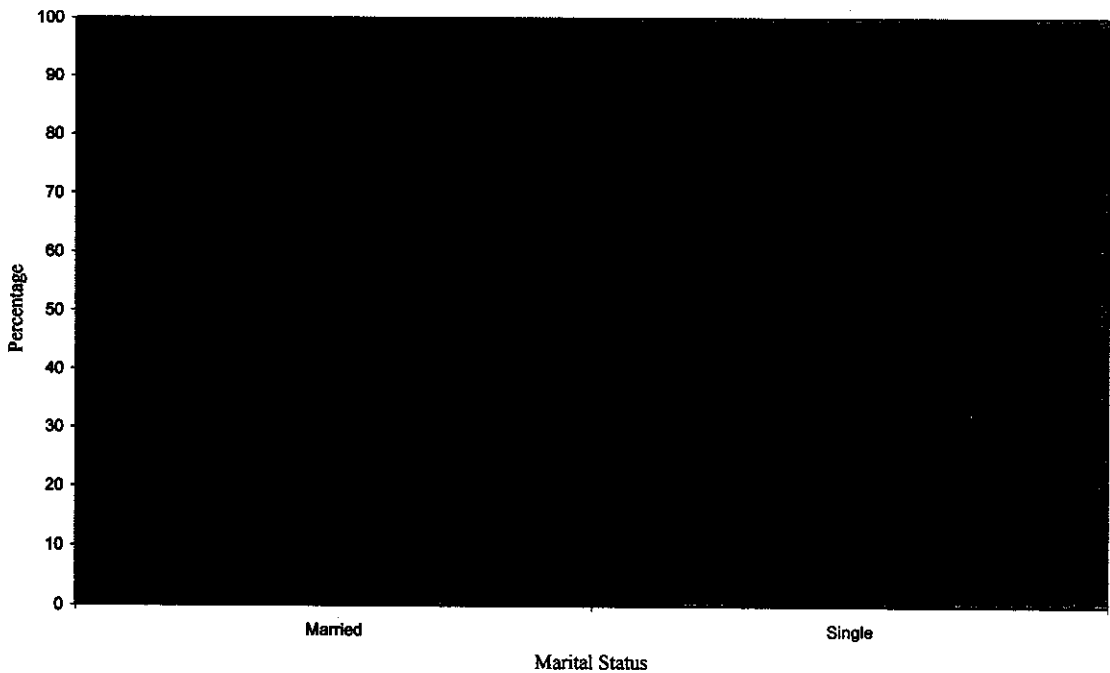
The above depicted graph indicated that the study population consisted of majority of men and very low percentage of women. The total percentage of men was about 83%. Among the total sample of 105, only 18 of them were women which constituted 17%.

Table 1.3

Marital Status	Percent
Married	88
Single	12

Graph 1.3

Distribution of managers by Marital Status



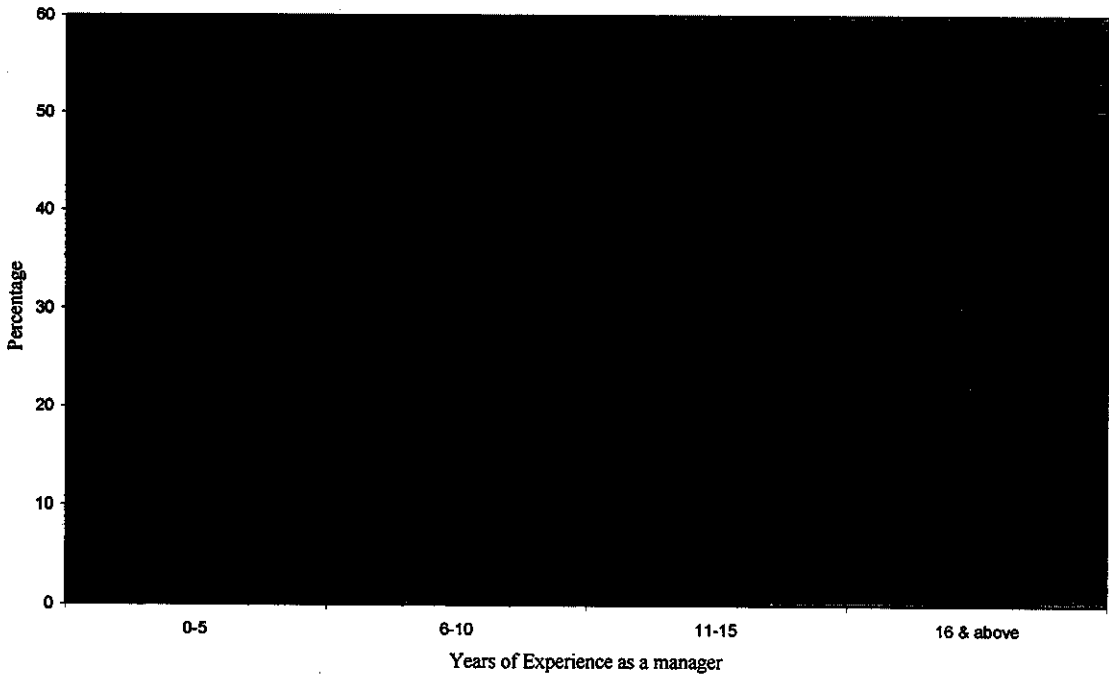
The graph 1.3 depicted the distribution of the study population of managers and executives according to their marital status. The majority of the respondents were married and only a few were unmarried. 88% of the respondents were married and only a minority of about 12% was unmarried.

Table 1.4

Years of experience	Percent
0-5	52
6-10	28
11-15	8
16 & Above	12

Graph 1.4

Distribution of managers by years of experience



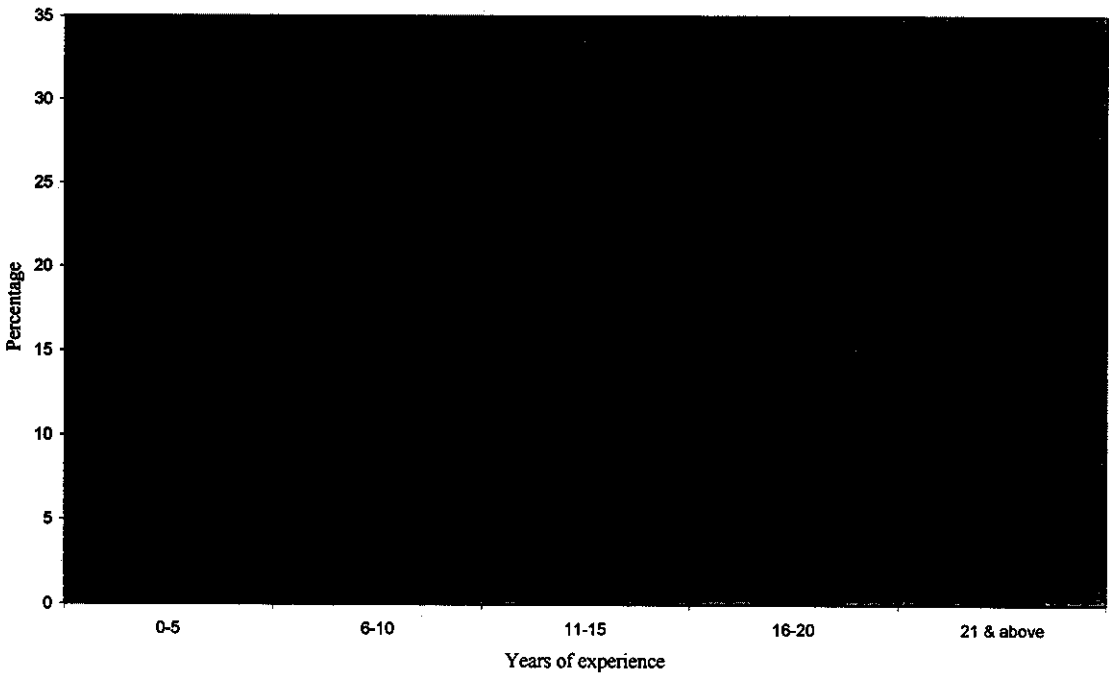
The majority of the respondents (55%) were in the category of 0-5 years of experience as managers. 20% of them have had an experience of 6-10 years. 12% of the respondents were in the range of 11-15 years of experience. The remainder (12%) has had an experience of 16 years and above.

Table 1.5

Work Experience	Percent
0-5	18
6-10	8
11-15	30
16-20	24
21 & above	20

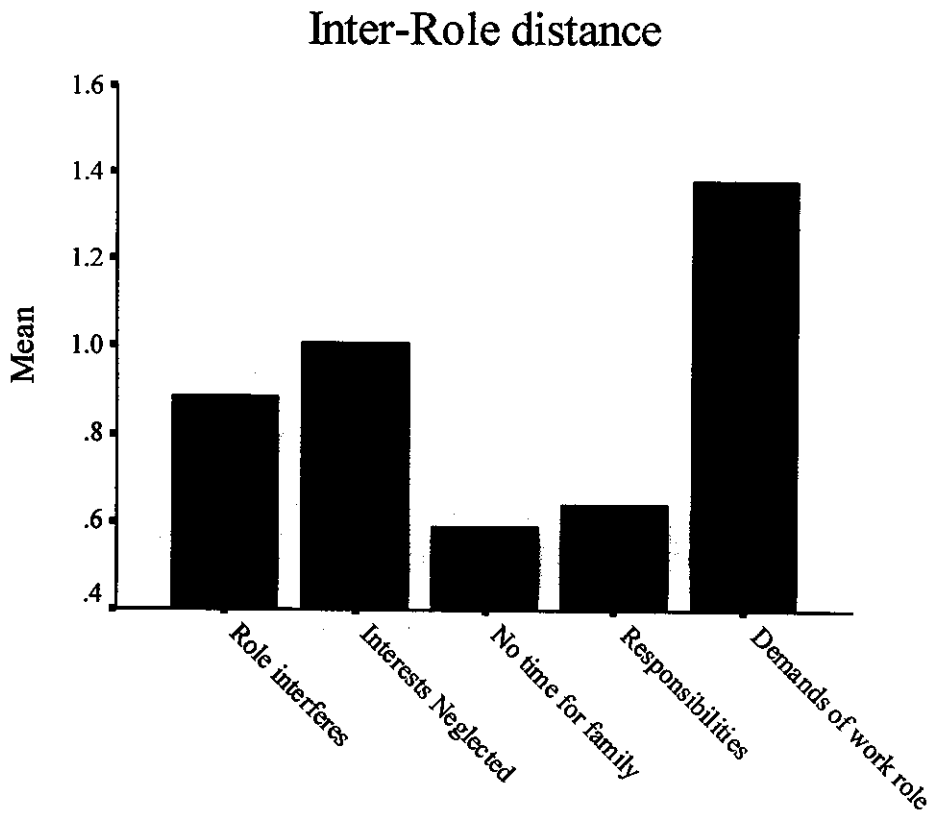
Graph 1.5

Distribution of managers by total Work Experience



The majority of the respondents (33%) have had a total work experience of about 11-15 years. 27% of them have had an experience of 21 and above years. 17% of the respondents have put in 0-5 years of total work experience. 12% of them have had 16-20 years of work experience. The remainder (10%) has put in 6-10 years of service.

Fig 2.1

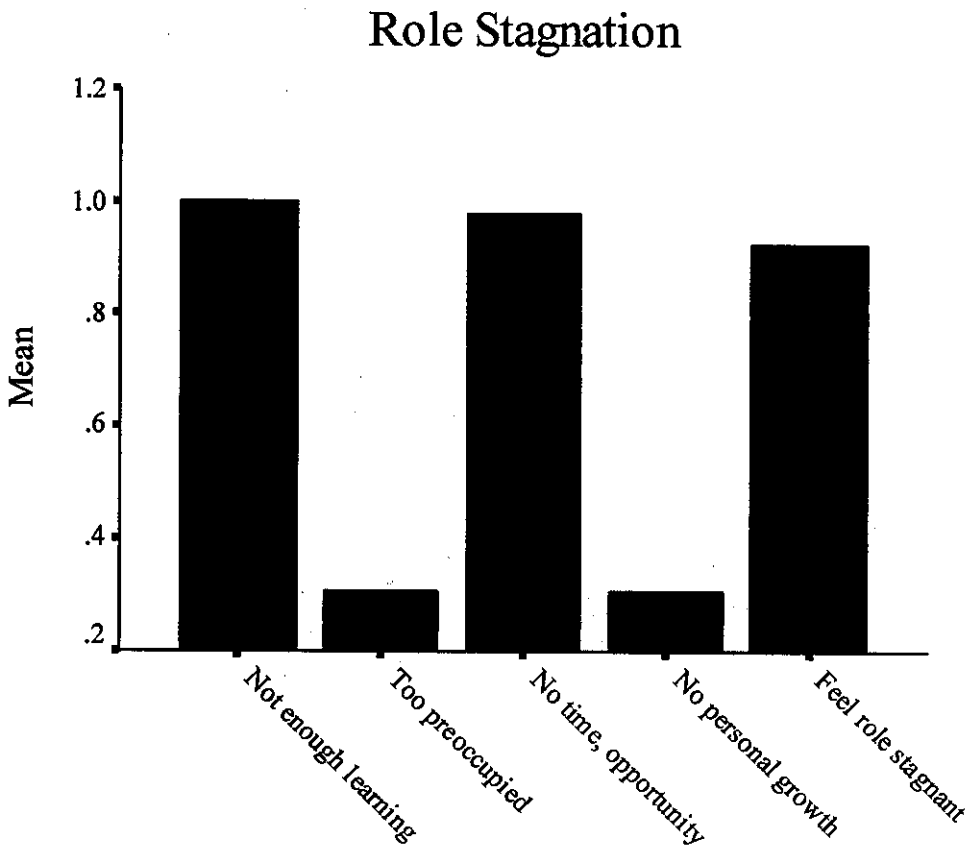


The figure shows the mean values for Inter-Role Distance. Inter-role distance is a manifestation of conflict between the organizational and non-organizational roles. The individual may perceive certain incompatibilities between the expectations of his organizational role and other roles that he plays. Figure indicates that managers and executives very often felt that they were not able to devote much time for their family and friends and complained that they did not spend time with them due to the heavy demands of their work role. The other aspect that was again rated high by the managers and executives with the mean value of 1.0 was "I have various other interests (social, religious, etc.) which remain neglected

because I do not get time to attend these". They also felt that their role tend to interfere with their family life.

With the upcoming of number of companies, the managers have to be more vibrant, ambitious and achievement-oriented in order to survive in the market. Because of this, they need to spend much time in the office than with family or friends. Greater responsibilities and commitment make them sacrifice their various interests.

Fig 2.2



The above figure depicts the mean values of Role Stagnation. Role stagnation is the feeling of being stuck in the same role. It results in a perception that there is no opportunity for progress in one's career. The highest mean value of 1.0 is seen for "I am afraid I am not learning enough in my present role for taking up higher responsibility". This was the most commonly faced situation under Role Stagnation by managers. They felt that they did not have time and opportunities to prepare themselves for the future challenges in their role. They also felt that their work role had become stagnant.

Any individual wishes to grow in the role he occupies in an organization. Individuals expect to learn new things, take up challenging tasks, prepare for higher responsibilities, etc., in case the role does not provide such opportunities, the individual experiences role stagnation. The managers might have felt their job monotonous and boring with no novelty in their job. When they are occupied in the same role for a long time, performing the same routine functions, they might feel stagnated in their role.

Fig 2.3

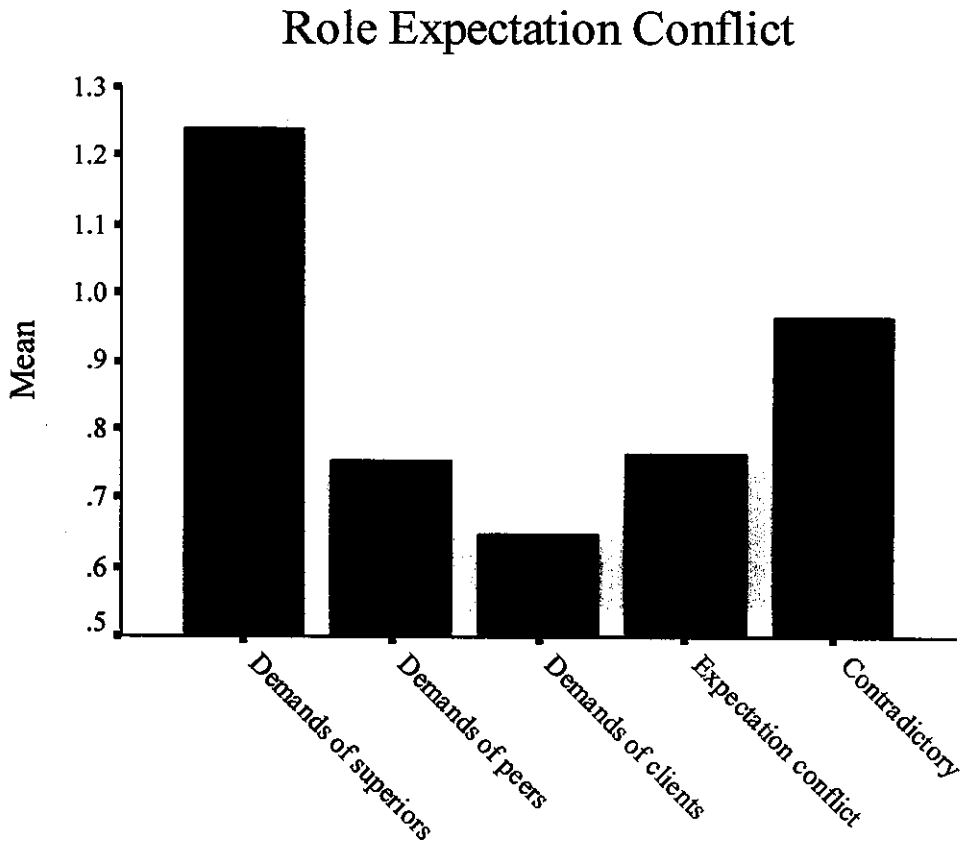
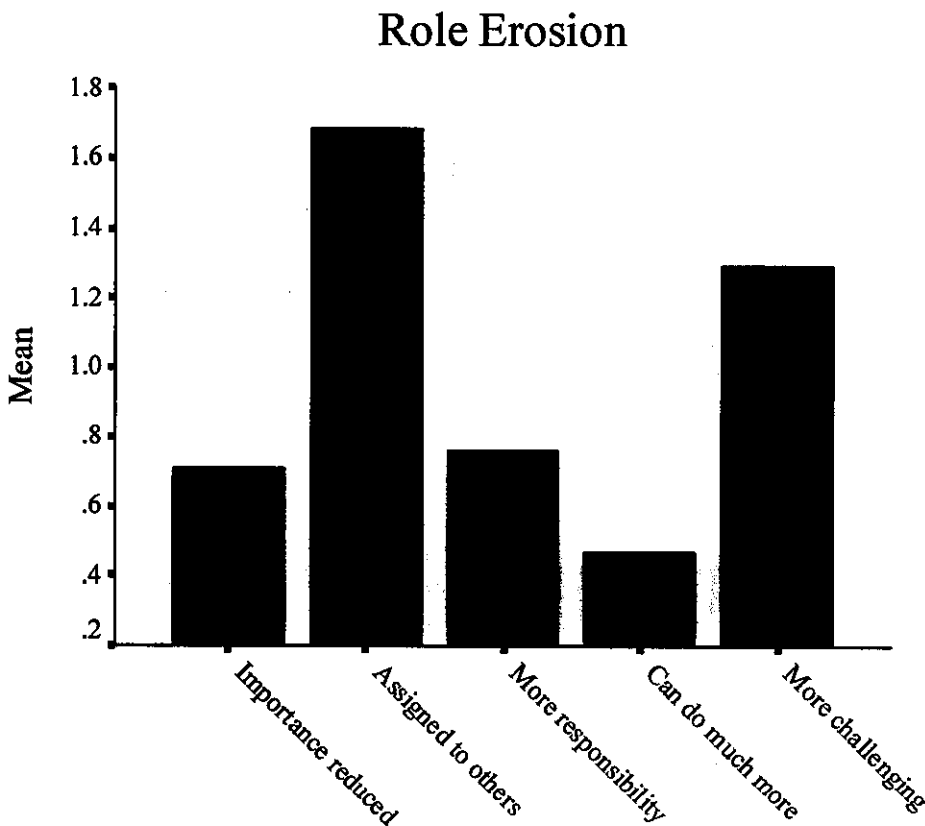


Figure indicates the mean values of Role Expectation Conflict. Role expectation conflict is the conflicting expectations or demands of different significant persons such as supervisors, subordinates and peers from the role occupant and the role occupant's ambivalence as to whom to satisfy. Considering Role Expectation Conflict, it could be noted that the managers and executives have rated "I am not able to satisfy the conflicting demands of various people above me" as the most commonly faced situation and "I am bothered with the contradictory expectations

different people have from my role” as the next most common situation faced by them.

The person might feel pressure from above from more than one person telling them what to do. One person’s expectations will be obviously different from the other. Hence the person might feel stressed in deciding whose orders he has to carry out.

Fig 2.4



p-2517



Figure gives the mean values for Role Erosion. Role erosion is a subjective feeling that some important functions that should belong to the incumbent’s role

are being transferred to other roles or shared with them; it is a feeling of responsibility without power.

Most of the managers and executives felt “Many functions that should be a part of my role have been assigned to some other role”. They wished to take more challenging tasks. It may also be noted that very few of them felt that “They can do much more than what they have been assigned” under the aspect of Role Erosion.

Highly enthusiastic persons have a feeling that some important part of their role is taken away from them when their role is shared with others especially when more people are available in their department. Managers always expect for more challenging tasks and want to move in their career ladder with greater achievements.

Fig 2.5

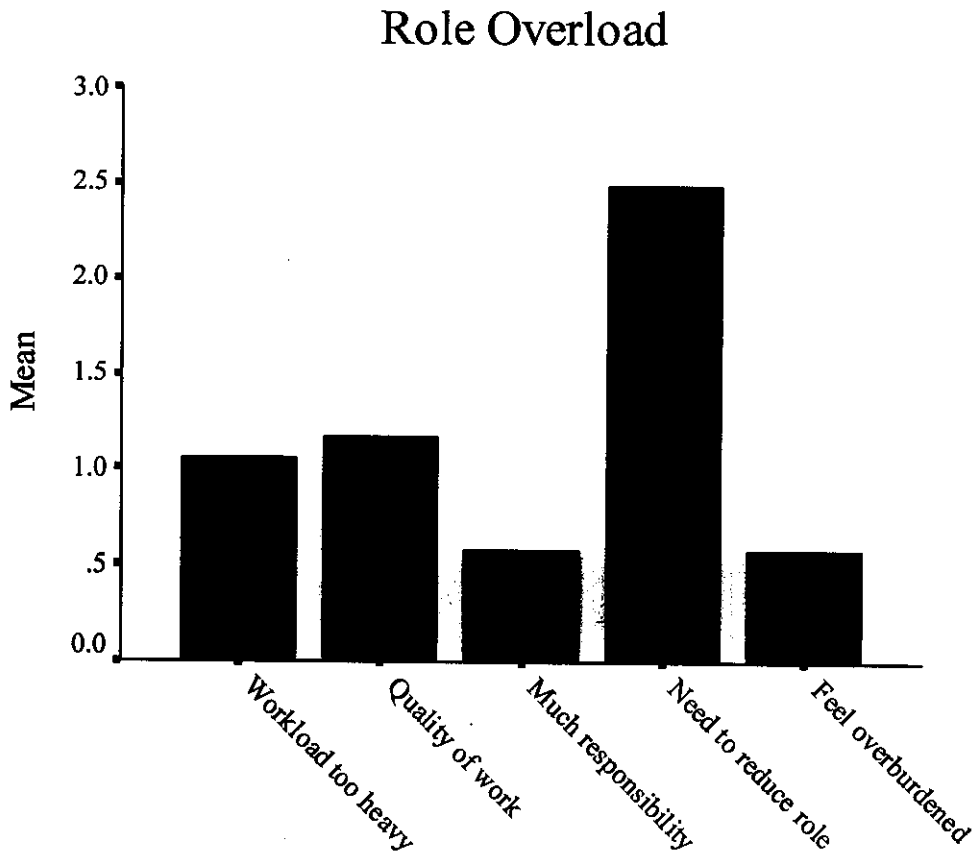


Figure depicts the mean values computed for Role Overload. Role overload is the feeling that more is expected from the role than what the occupant can cope with; there are two aspects – quantitative and qualitative. Regarding Role Overload, it was noted that the highest mean value of 2.5 was found for the statement “There is a need to reduce some parts of my role”. The statements “I have been given too much responsibility” and “I feel overburdened in my role” were least rated by the managers with the mean score of 0.5.

Managers feel stressed out in achieving the target when they are pressed by time. When the responsibilities are taxing and beyond their expertise and limit, they feel role overload.

Fig 2.6

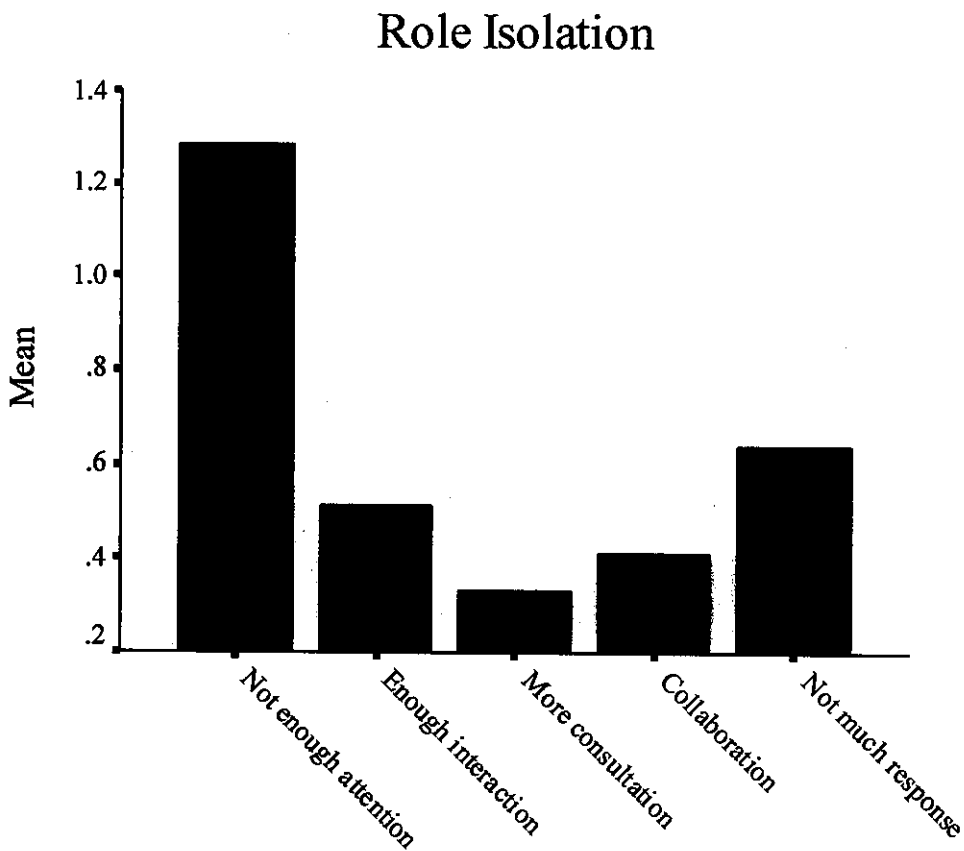
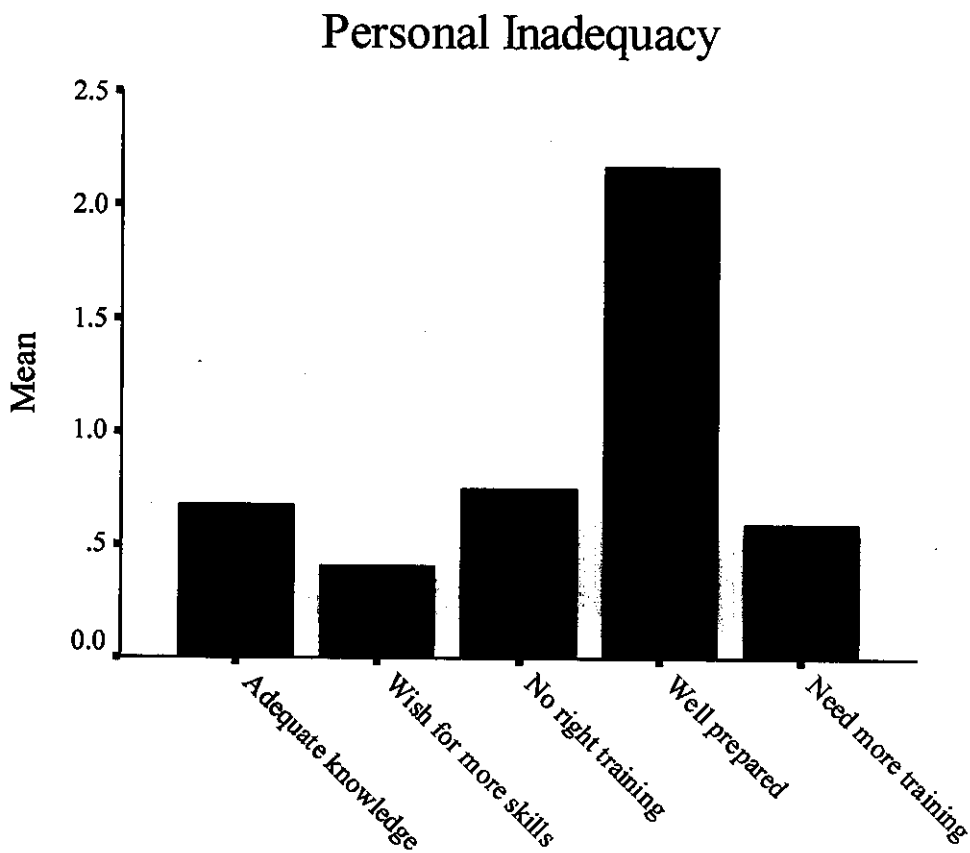


Figure presents the mean scores for Role Isolation. Role isolation is a lack of linkages of one's role with other roles in the organization. It refers to the psychological distance between the occupant's role and other roles in the same

role set. The highly rated statement under the aspect of Role Isolation by the managers and executives was "Other role occupants do not give enough attention and time to my role" and the least rated statement by the managers and executives of this aspect was "I wish there was more consultation between my role and others' roles".

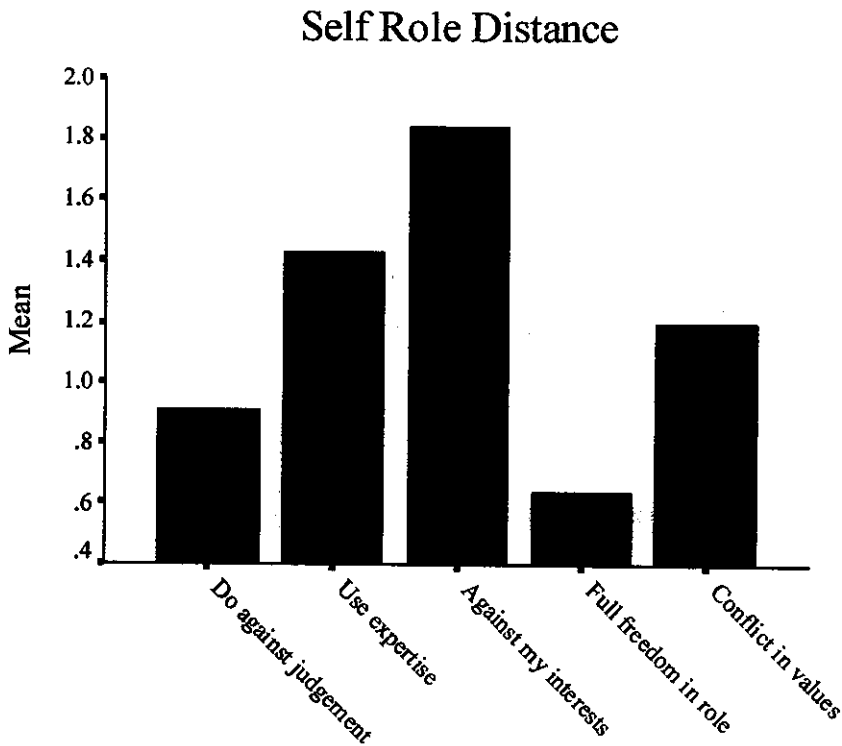
Fig 2.7



The term Personal Inadequacy means a lack of knowledge, skills or adequate preparation enabling one to be effective in a particular role. Figure indicates the mean values for the stressor Personal Inadequacy. In this aspect, managers and executives have rated "I wish I had prepared myself well for my role" the most highest and "I wish I had more skills to handle the responsibilities of my role" as the least.

The reason for high stress levels could be that the managers are given tasks which are beyond their abilities and skills. With the advent of technological advancement, managers are forced to be well versed and updated with the recent developments in their fields. Hence they need to equip themselves with new skills as their work becomes complex. The more pressure they feel in their work, the more they feel their inadequacy.

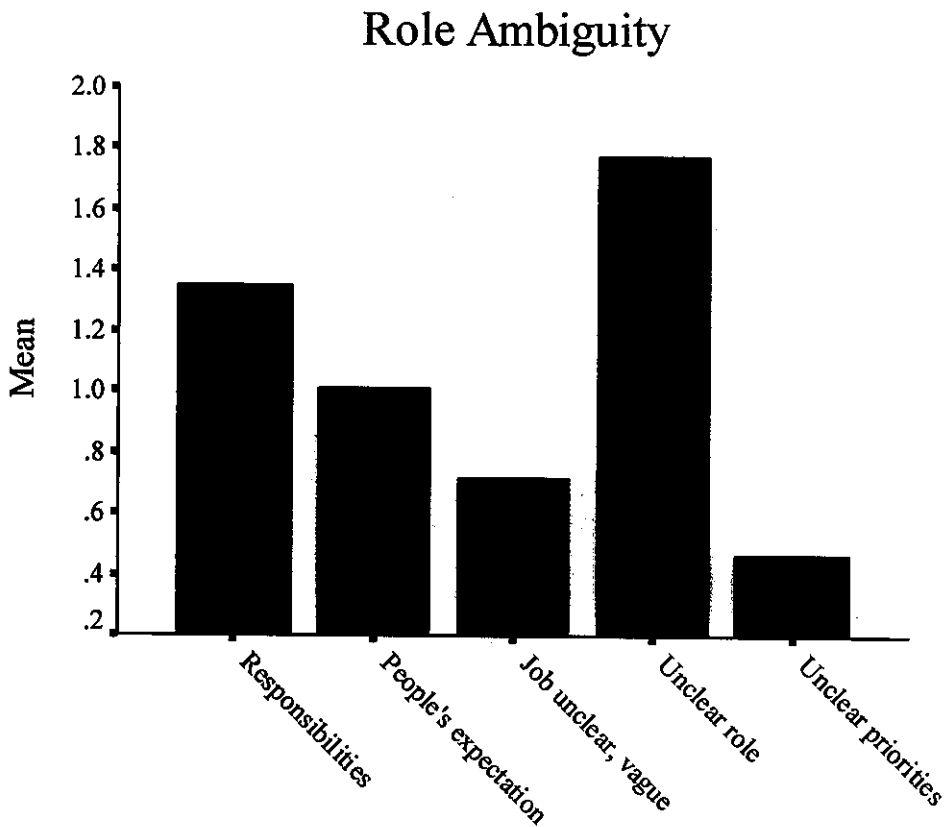
Fig 2.8



The above figure portrays the mean values for Self Role Distance. Self Role Distance means conflicts of one's values and self-concepts with the requirements of the organizational role. Regarding Self Role Distance "The work I do in the organization is not related to my interests" was the statement that is rated highly by the managers and executives. The second most highly rated statement was that the managers and executives were unable to use the training and expertise in their role. "If I had full freedom to define my role, I would be doing some things differently from the way I do them now" was the least rated one.

The incumbent experiences this kind of role stress when the role occupied by him subsequently contradicts with his self-concept or interests.

Fig 2.9



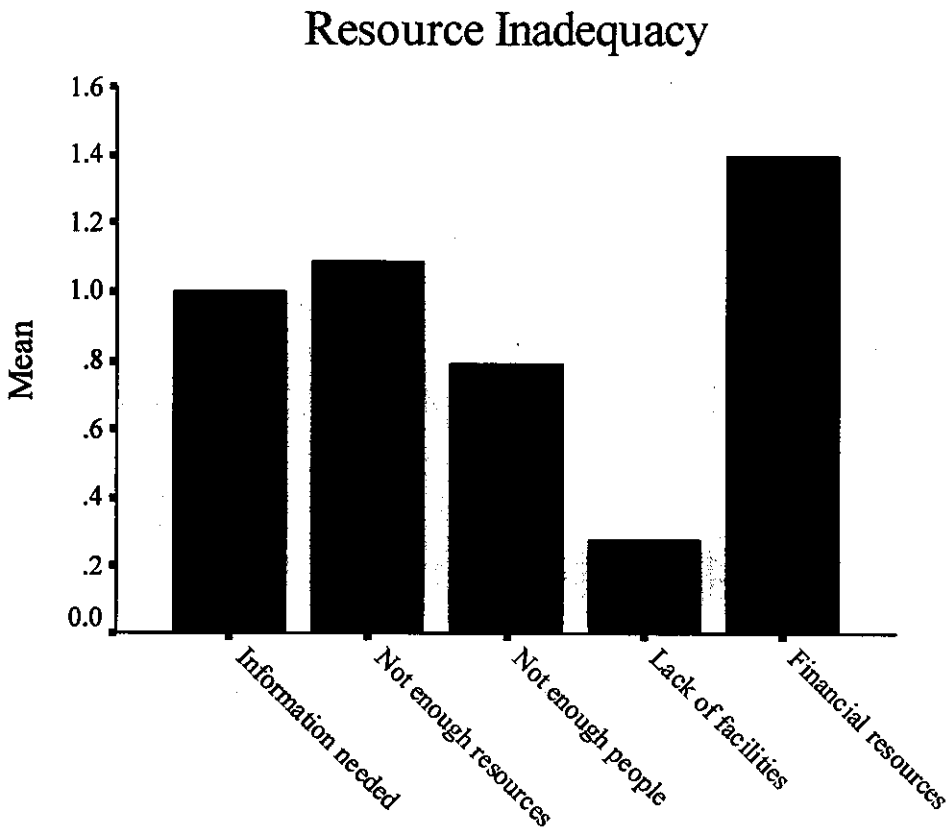
Role ambiguity means a lack of clarity about expectations of others concerning the role, or a lack of feedback on how performance is regarded by others. The above figure gives the mean values for role ambiguity. Managers and executives very often felt that their role was not defined clearly and in detail. This has the

highest mean value of 1.8. They also felt that the scope and responsibilities of their role were not clear. On the other hand, they 'very rarely' felt that they were not clear what the priorities were in their role.

Role Ambiguity is experienced by people who occupy roles that have been newly created in the organization or roles in organizations that are undergoing change.

Inadequate information about the roles and responsibilities one has to carry out contributes to role ambiguity among managers.

Graph 2.10



Role Inadequacy is aptly described as non-availability of resources needed for effective role performance. The resources may be money, information or support. The figure highlights the mean values for Resource Inadequacy. Managers have rated the element “I wish I had more financial resources for the work assigned to me” most ‘highly’ with the highest mean value of 1.4. The next issue that they have rated high is that they are not given enough resources and do not get the necessary information to be effective in their role. Very few Managers and executives have considered the element “I am rather worried that I lack the necessary facilities needed in my role” as an issue.

Financial resources play a major role for effective role performance. Ideas for the betterment and improvement of the organization could be brought into reality only when there is an availability of enough financial resources.

Table 2.1 Comparative Table indicating Mean and Standard Deviation for the Ten Stressors

	Mean	SD	Rank	Male		Female	
				Mean	SD	Mean	SD
IRD	0.90	0.89	7.00	0.89	0.89	0.93	0.91
RS	0.70	0.76	9.00	0.70	0.74	0.70	0.80
REC	0.87	0.86	8.00	0.88	0.86	0.83	0.84
RE	0.98	0.91	4.00	1.05	0.92	0.68	0.81
RO	1.17	0.94	2.00	1.21	0.95	0.97	0.85
RI	0.64	0.84	10.00	0.64	0.81	0.60	0.94
PI	0.92	0.78	5.00	0.91	0.78	0.96	0.77
SRD	1.20	1.11	1.00	1.23	1.11	1.07	1.08
RA	1.06	0.94	3.00	1.06	0.93	1.07	1.04
RIn	0.91	0.82	6.00	0.88	0.80	1.04	0.85

Table 2.1 indicated that among the role stressors, Self-Role Distance (SRD) which means conflicts of one's values and self-concepts with the requirements of the organizational role was the highly rated role stressor among all the stressors of Organizational Role Stress with the mean value of 1.20 followed by Role overload (1.17). The most highly rated stressor by both the male and the female managers was Self-Role Distance with the mean values of 1.23 and 1.07 respectively.

The least rated role in total was Role Isolation (RI) which indicates a lack of linkages of one's role with other roles in the organization. This has the lowest mean score of 0.64.

The female managers had rated Self-Role Distance and Role Ambiguity, which means a lack of linkages of one's role with other roles in the organization, the highest with the mean value of 1.07.

Table 2.2 Comparison of Mean and Standard Deviation of Experience as a manager and various role stressors

Experience as manager		IRD	RS	REC	RE	RO	RI	PI	SRD	RA	RIn
0-5	Mean	0.94	0.72	0.94	0.95	1.24	0.65	0.93	1.24	1.14	0.93
	SD	0.90	0.79	0.81	0.89	1.00	0.87	0.78	1.07	0.94	0.84
6-10	Mean	0.86	0.53	0.64	0.96	1.01	0.68	0.86	1.17	0.93	0.87
	SD	0.87	0.60	0.83	0.92	0.74	0.73	0.76	1.20	0.86	0.72
11-15	Mean	0.91	0.91	1.09	1.17	1.37	0.48	1.14	1.31	1.29	1.09
	SD	0.76	0.59	1.00	0.86	0.89	0.66	0.81	1.11	1.07	0.74
16 & Above	Mean	0.77	0.66	0.72	1.00	0.91	0.65	0.74	0.97	0.71	0.69
	SD	0.95	0.82	0.80	0.96	0.71	0.86	0.64	0.99	0.78	0.77

Inter-Role Distance (IRD), Role Stagnation (RS), Role Expectation Conflict (REC), Role Erosion (RE), Role Overload (RO), Role Isolation (RI), Personal Inadequacy (PI), Self-Role Distance (SRD), Role Ambiguity (RA), Resource Inadequacy (RIn).

Table 2.2 explains the different role stressors as rated by the managers having various levels of experience.

Managers having an experience of 0-5 years as managers have rated SRD and RO the highest with the mean value of 1.24 and RI the least with the mean value of 0.65. The managers having an experience of 6-10 years have rated SRD the highest with the mean value of 1.17 and RS the least with the mean value of 0.53. Managers having an experience of 11-15 years have rated RO the highest with the mean value of 1.37 and RI the least with the mean value of 0.48. Managers having an experience of 16 & above years have rated RE the highest

with the mean value of 1.00 and RI the least with the mean value of 0.65.

Table 2.3 Comparison of Mean and Standard Deviation of various age groups in managers and various stressors

Age		IRD	RS	REC	RE	RO	RI	PI	SRD	RA	RIn
21-30	Mean	1.12	0.82	0.94	0.78	1.00	0.72	1.06	1.04	1.18	1.22
	SD	0.91	0.92	0.81	0.72	0.66	1.02	0.67	1.19	0.93	0.80
31-40	Mean	0.93	0.62	0.83	0.96	1.17	0.66	0.91	1.18	0.99	0.84
	SD	0.89	0.72	0.83	0.92	0.98	0.84	0.74	1.04	0.91	0.77
41-50	Mean	0.74	0.71	0.77	0.86	1.04	0.47	0.73	1.04	0.93	0.79
	SD	0.86	0.75	0.80	0.81	0.91	0.71	0.79	1.08	0.92	0.80
51 & Above	Mean	0.94	0.92	1.17	1.47	1.54	0.80	1.23	1.74	1.52	1.20
	SD	0.80	0.64	0.98	0.80	0.81	0.73	0.79	1.05	0.94	0.77
Total	Mean	0.90	0.70	0.87	0.98	1.17	0.64	0.92	1.20	1.06	0.91
	SD	0.89	0.76	0.86	0.91	0.94	0.84	0.78	1.11	0.94	0.82

Inter-Role Distance (IRD), Role Stagnation (RS), Role Expectation Conflict (REC), Role Erosion (RE), Role Overload (RO), Role Isolation (RI), Personal Inadequacy (PI), Self-Role Distance (SRD), Role Ambiguity (RA), Resource Inadequacy (RIn).

Table 2.3 compared the mean and standard deviation values of managers in different age groups and various role stressors. In this table, it is noticed that Managers who were in the age group of 21-30 have felt that there is Resource Inadequacy (1.22) and very few have felt that there is Role Isolation (0.72). Between the age group 31-40 most of them have felt that there existed Self-Role Distance and very few have felt that there existed Role Stagnation (1.18). Those who were in the age group 41-50 indicated that they have felt more of Role Overload (1.04) and Self-Role Distance (1.04) while they have felt very less of

Role Isolation (0.47). The managers who were in the age group of 51 & above have felt more of Self- Role Distance and very less of Role Isolation with the mean values of 1.74 and 0.80 respectively.

Table 2.4 Comparison of Mean and Standard Deviation of Marital Status of managers and various stressors

Marital Status		IRD	RS	REC	RE	RO	RI	PI	SRD	RA	RIn
Married	Mean	0.88	0.69	0.87	1.00	1.19	0.63	0.91	1.22	1.05	0.88
	N	95.00	95.00	95.	95.	95.	95.	95.	95.	95.	95.
	SD	0.88	0.74	0.87	0.92	0.96	0.81	0.78	1.10	0.94	0.80
Single	Mean	1.12	0.82	0.94	0.78	1.00	0.72	1.06	1.04	1.18	1.22
	N	10.00	10.00	10.	10.	10.	10.	10.	10.	10.	10.
	SD	0.91	0.92	0.81	0.72	0.66	1.02	0.67	1.19	0.93	0.80
Total	Mean	0.90	0.70	0.87	0.98	1.17	0.64	0.92	1.20	1.06	0.91
	N	105.00	105.00	105.	105.	105.	105.	105.	105.	105.	105.
	SD	0.89	0.76	0.86	0.91	0.94	0.84	0.78	1.11	0.94	0.82

Inter-Role Distance (IRD), Role Stagnation (RS), Role Expectation Conflict (REC), Role Erosion (RE), Role Overload (RO), Role Isolation (RI), Personal Inadequacy (PI), Self-Role Distance (SRD), Role Ambiguity (RA), Resource Inadequacy (RIn).

The study clearly stated that most of the managers (88%) were married and the remaining (12%) were unmarried. Table 2.4 portrays the comparison of mean and standard deviation values of marital status of the managers and the different stressors. The married managers have felt that there is more of Self Role distance with the mean value of 1.22 and SD of 1.10. The unmarried managers

have felt that there is more of Resource Inadequacy with the mean of 1.22 as opposed to the married managers' view. Both the married and the unmarried group have felt that there is very low level of Role Isolation with the mean values of 0.63 and 0.72 respectively.

Table 3.1 Correlation between Marital status and Inter-Role Distance (IRD)

		My role tends to interfere with my family life	I have various other interests (social, religious, etc.) which remain neglected because I do not get	My role does not allow me enough time for my family	My organizational responsibilities interfere with my extra organizational roles	My family and friends complain that I do not spend time with them due to the heavy demands of my work role
Marital Status	Pearson Correlation	-0.141	0.186	0.095	0.158	0.082
	Sig. (2-tailed)	0.151	0.057	0.333	0.107	0.405
	Sum of Squares and Cross-products	-3.857	5.905	2.095	4.619	2.19
	Covariance	-0.037	0.057	0.02	0.044	0.021
	N	105	105	105	105	105

Significance at the 0.01 level (2-tailed).

Ho: There existed no perfect relation between marital status and Inter-Role Distance

H1: There existed perfect relation between marital status and Inter-Role Distance

Correlation is carried out to examine the relationship between marital status and Inter-Role Distance. Since the calculated value is lesser than the tabulated value, the null hypothesis is rejected and it is inferred that there is perfect relation between marital status and Inter Role Distance.

Table 3.2 Correlation between Overall Experience and Role Expectation Conflict (REC)

	I am not able to satisfy the conflicting demands of various people above me.	I am not able to satisfy the conflicting demands of my peers and juniors.	I am not able to satisfy the demands of my clients and others, since these are conflicting with one another	The expectations of my seniors conflict with those of my juniors.	I am bothered with the contradictory expectations different people have from my role.
Experience	-0.036	-0.084	0.008	0.101	-0.001
	0.717	0.394	0.937	0.303	0.99
	-4.238	-10.552	0.752	15.238	-0.162
	-0.041	-0.101	0.007	0.147	-0.002
N	105	105	105	105	105
	Pearson Correlation				
	Sig. (2-tailed)				
	Sum of Squares and Cross-products				
	Covariance				

Significance at the 0.01 level (2-tailed).

Ho: There existed no perfect relation between Overall Experience and Role Expectation Conflict

H1: There existed perfect relation between Overall Experience and Role Expectation Conflict

Since the calculated value is lesser than the tabulated value, the null hypothesis is rejected and it is inferred that there existed a perfect correlation between Overall Experience and Role Expectation Conflict.

VIII. FINDINGS

the total sample of the study, it is noted that 10% of the sample falls within the age range of 18-30, 50% is in the age group of 31-40, 27% of the sample lies in the age group of about 41-50 and the percentage of sample that falls in the category 51 and above is 13%.

the entire study population, majority of the population is men and very low percentage is women. The total percentage of men is about 83%. Among the total sample of 105, only 18 of them are women which constitutes 17%.

the majority of the sample is married and only a few were unmarried. 90% of the sample is married and only a minority of about 10% is unmarried.

the majority of the sample of about 55% falls in the category of 0-5 years of experience as managers. 20% of the sample has an experience of about 6-10 years. 12% of the sample is in the range of 11-15 years of experience. The sample that has about 16 and above years of experience as a manager is nearly 12%.

the majority of the sample of about 33% has total work experience of about 11-15 years. 27% of the sample has an experience of about 16 and above years. 17% of the sample falls in the category of 0-5 years of total experience. 12% of the sample lies in the category of 6-10 years of experience. The sample that has about 11-15 years of experience is 10%.

the respondents very often felt that they were not able to spend time with their family and friends as they did not get time due to the heavy demands of their work role. They felt that their work tends to interfere with their family life. They also felt that their other interests were neglected due to lack of time to attend them.

the respondents were of the opinion that they were not learning enough in their present role to take up higher responsibilities. They also felt that they lack time and opportunities to prepare themselves for future challenges in their present role and they felt stagnated in their role.

the stressor Role Expectation Conflict, the respondents felt that they were not able to satisfy the conflicting demands of various people above them as the most commonly faced situation and they were also bothered with the contradictory expectations different people have from their subordinates.

the aspect of Role Erosion, most of the managers and executives felt that many functions that should be a part of their role have been assigned to some other role and they wished to take up more challenging tasks.

the aspect Role Overload, it is noted that most of the managers and executives feel that there is a need to reduce some parts of their role. Only few of the managers and executives consider that they have been given too much responsibility or feel overburdened in their role.

Under the aspect of Role Isolation, most of the managers and executives felt that other role occupants do not give enough attention and time to their roles and only a few of them wished there should be more consultation between their roles and others' roles.

Under the aspect Personal Inadequacy, most of the managers and executives opined that they wish they had more skills to handle the responsibilities of their role and very few felt that they had more skills to handle the responsibilities of their role.

Under the aspect Self Role Distance, the sample of managers and executives felt that the work they do in the organization were not related to their interests and also felt that they were unable to get the training and expertise in their roles.

Under the aspect Role ambiguity as a stressor, the managers and executives very often felt that their roles were not defined clearly and in detail. They also felt that the scope and responsibilities of their roles are not clear.

Under the aspect Role Inadequacy, the respondents were of the opinion that they would like to have more financial resources for the work assigned to them. They also opined that they were not given enough resources and did not get the necessary information to be effective in their role.

The role stressors that had emerged as the top three contributors to overall organization role stress are Self-Role Distance, Role Overload and Role Ambiguity. Self-Role Distance (SRD) emerged as the most potent role stressor. Role Overload (RO) was reported as the second

most important stressor and Role Ambiguity emerged as the third most potent stressor. However, the female managers and executives felt Self-Role Distance and Role Ambiguity as the most potent role stressors.

The sample population with an experience as a manager in the range of 0-5, 6-10 and 11-15 felt Self-Role Distance and Role Overload as the contributory factors to organizational role stress whereas those who had more than 16 years of experience as a manager felt Role Erosion as the contributory factor for organizational role stress.

It could be noted that the respondents in the age group of 21-30 felt that Resource Inadequacy was the role stressor encountered by most of them. Those who are between the age group 31-40 and the most experienced age group which falls under the category of 51 & above reported Self-Role Distance as the potent role stressor. The age group 41-50 indicated Role Overload and Self-Role Distance equally as important causes for organizational role stress.

The married respondents felt that there is more of Self Role distance. The unmarried respondents felt that there is more of Resource Inadequacy as opposed to the married respondents' view.

The analysis found that there is no perfect positive or negative relation between Marital Status and Inter Role Distance but there is perfect relation between Marital status and Inter Role Distance.

The analysis of the correlation showed that there existed no perfect positive or negative relation between Overall Experience and Role Expectation Conflict but indicated that there existed perfect correlation between Overall Experience and Role Expectation Conflict.

IX. RECOMMENDATIONS

- The roles and responsibilities should be clearly defined and clarifications made whenever necessary to eliminate role ambiguity.
- Training in relaxation techniques and physical fitness or wellness programs should be arranged in order to deal with the various types of stress.
- Job oriented training programmes should be provided to improve the skills of the managers and executives to face future challenges, boost their confidence to work effectively and thereby alleviate personal inadequacy.
- Job rotation should be introduced in order to avoid monotony and prevent stress.
- Opportunities should be made available for career development and growth to manage role stagnation.
- There should be effective communication, proper interaction and interpersonal relationships developed between and among the respondents to avoid role expectation conflict.

- Adequate resources i.e. material, technical and human should be extended to the managers to make them feel safe and secure in their job and to perform their role effectively.
- Give opportunities to participate in decisions and actions affecting their jobs in order to alleviate role isolation.
- Attractive system of reward and recognition of hard work should be introduced.
- Design jobs to provide meaning, stimulation and opportunities for employees to use their skills.
- Ensure that the work load is in line with employee's capabilities and resources.
- Adequate steps should be taken to redesign jobs which are taxing to the staffs' abilities and capacities.
- Establish work schedules that are compatible with demands and responsibilities outside the job.
- Role enlargement, role linkage and role enrichment should be facilitated to manage role isolation, self-role distance and role erosion.

- Proper grievance handling procedures should be ensured to win the trust and confidence of the managers and executives to reduce their tension related to job related problems.
- Stress audit should be undertaken in the organization to identify stress areas and improve conditions of job thereby alleviating job stress.
- Cut back excessive hours of work which directly affect the person's physical fitness as well as personal life.
- Systems should be designed to have a freedom of expression for the staff so that they could express issues that make them feel suffocated in their area of work leading to self-role distance

X. CONCLUSIONS

This study has shown that the managers and executives working in Global Hospitals and Health Care, Chennai do feel stress but not in very high levels. They feel the need for change in working systems considering the employee to be given more importance in their area of work thereby giving them the freedom to express their requirements at various levels like career advancements programme etc.

The study has also been an eye opener to see that they felt more of a self role distance as a stressor which means "conflicts of one's values and self concepts with the requirements of the organizational role". This also showed the importance given by the respondents to their area of work and at the same time their own principles in their personal life thereby maintaining a healthy working environment. Here it is to be noted that as expressed in the recommendations they would like to have machinery which would help them to express issues that lead to self role distance.

Role ambiguity and role overload were also considered as the other key stressors for which recommendations have been made which when implemented and tested upon would be able to bring about better results in performance as well.

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**Impact of stress on the functions of managers - A study with reference to Global Hospitals & Health City,
Chennai**

- Age**
- Gender**
- Qualification**
- Designation**
- Department**
- Work Experience**
- Years of experience as a manager**
- Marital Status**

Please enter the numeral "1" on the option that you agree up on. Be sure to rate ALL the statements.

**Never Occasionally Sometimes Frequently Very
Frequently**

- 1** My role tends to interfere with my family life.
I am afraid I am not learning enough in my present role for taking up higher responsibility.
- 2** I am not able to satisfy the conflicting demands of various people above me.
- 3**

4 importance.

- 5 My workload is too heavy.
- 6 Other role occupants do not give enough attention and time to my role.
- 7 I do not have adequate knowledge to handle the responsibilities in my role.
- 8 I have to do things, in my role, that are against my better judgement.
- 9 I am not clear on the scope and responsibilities of my role (job).
- 10 I do not get the information needed to carry out responsibilities assigned to me.
- 11 I have various other interests (social, religious, etc.) which remain neglected because I do not get time to attend these.
- 12 I am too preoccupied with my present role responsibility to be able to prepare for taking up higher responsibilities.
- 13 I am not able to satisfy the conflicting demands of my peers and juniors.
- 14 Many functions that should be a part of my role have been assigned to some other role.
- 15 The amount of work I have to do interferes with the quality I want to maintain.
- 16 There is not enough interaction between my role and other roles.
- 17 I wish I had more skills to handle the responsibilities of my role.
- 18 I am not able to use my training and expertise in my role.
- 19 I do not know what the people I work with expect of me.

- 20 in my role.
- 21 My role does not allow me enough time for my family
- 22 I do not have time and opportunities to prepare myself for the future challenges of my role.
- 23 I am not able to satisfy the demands of my clients and others, since these are conflicting with one another.
- 24 I would like to take on more responsibility than I am handling at present.
- 25 I have been given too much responsibility.
- 26 I wish there was more consultation between my role and others' roles.
- 27 I have not had the right training for my role.
- 28 The work I do in the organization is not related to my interests.
- 29 Several aspects of my job are vague and unclear.
- 30 I do not have enough people to work with me in my role.
- 31 My organizational responsibilities interfere with my extra organizational roles.
- 32 There is very little scope for personal growth in my role.
- 33 The expectations of my seniors conflict with those of my juniors.
- 34 I can do much more than what I have been assigned.
- 35 There is a need to reduce some parts of my role.

- 36** (including mine) being involved in joint problem solving or collaboration for planning action.
- 37** I wish I had prepared myself well for my role.
- 38** If I had full freedom to define my role, I would be doing some things differently from the way I do them now.
- 39** My role has not been defined clearly and in detail.
- 40** I am rather worried that I lack the necessary facilities needed in my role.
- 41** My family and friends complain that I do not spend time with them due to the heavy demands of my work role.
- 42** I feel stagnant in my role.
- 43** I am bothered with the contradictory expectations different people have from my role.
- 44** I wish I had been given more challenging tasks to do.
- 45** I feel overburdened in my role.
- 46** Even when I take the initiative for discussions or help, there is not much response from the other roles.
- 47** I need more training and preparation to be effective in my work role.
- 48** I experience a conflict between my values and what I have to do in my role.
- 49** I am not clear what the priorities are in my role.

50 work assigned to me.

1. Comment on how stressful you find your job.

2. Suggestions to solve the problem of stress.

Thank You